

# ADOPTED BIENNIAL BUDGET



FISCAL YEARS  
2010 & 2011



CITY OF BERKELEY CALIFORNIA

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**CITY OF BERKELEY**  
**FY 2010 & FY 2011 ADOPTED BIENNIAL BUDGET**

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**ELECTED OFFICIALS**

**Mayor**

Tom Bates

**Councilmembers**

Linda Maio (District 1)  
Darryl Moore (District 2)  
Max Anderson (District 3)  
Jesse Arreguin (District 4)  
Laurie Capitelli (District 5)  
Susan Wengraf (District 6)  
Kris Worthington (District 7)  
Gordon Wozniak (District 8)

**City Auditor**

Ann-Marie Hogan

**City Manager**

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**Deputy City Managers**

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**July 1, 2007**

*Oliver S. Cox*

President

*Jeffrey R. Egan*

Executive Director



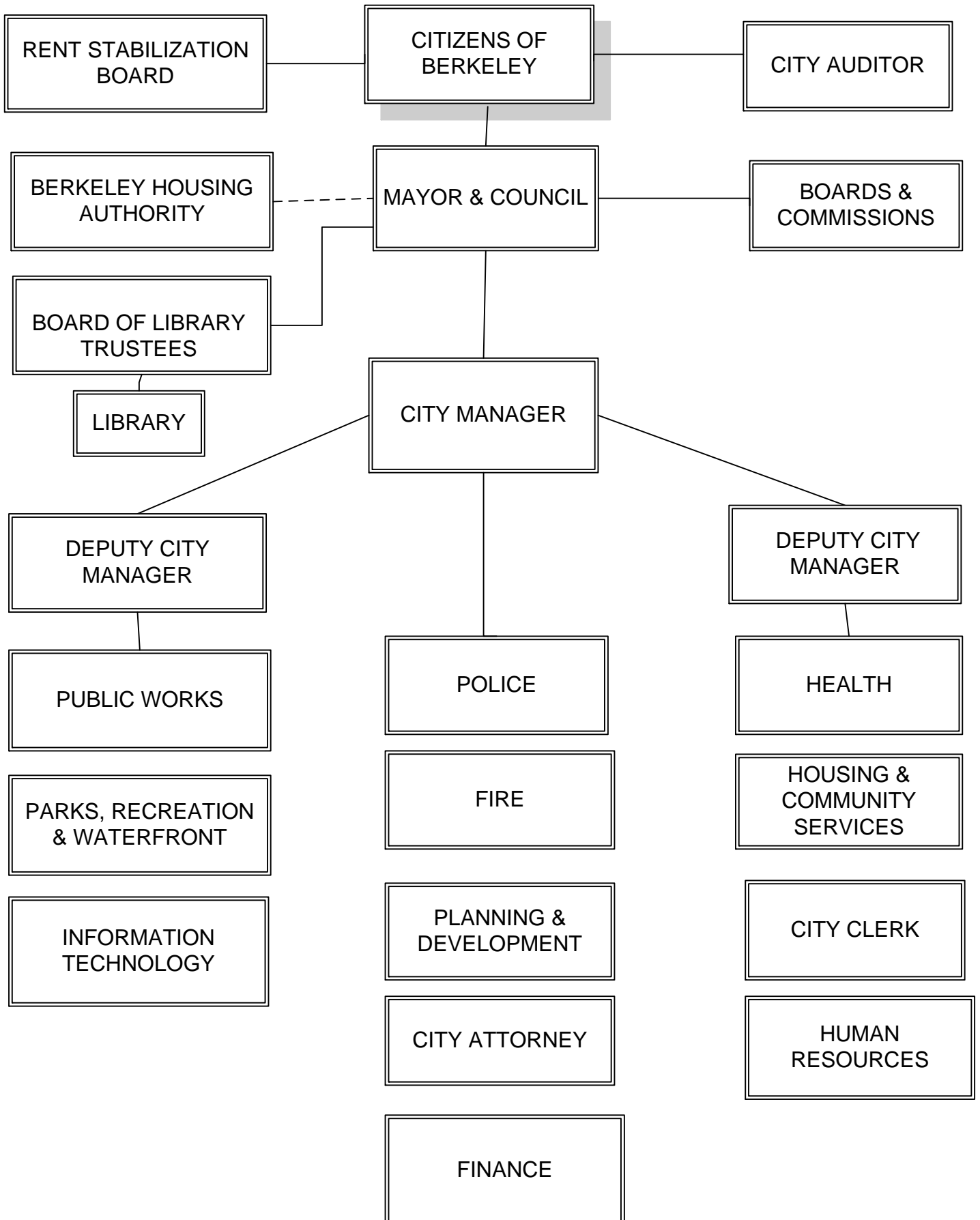
CITY OF

BERKELEY

*As City of Berkeley employees our mission is to provide quality service to our diverse community; promote an accessible, safe, healthy, environmentally sound and culturally rich city; initiate innovative solutions; embrace respectful, democratic participation; respond quickly and effectively to neighborhood and commercial concerns; and do so in a fiscally sound manner.*

# CITY OF BERKELEY

## ORGANIZATIONAL CHART



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## ***BUDGET BOOK GUIDE***

The purpose of the City of Berkeley's budget is to serve as a "blueprint" for providing City services and as a working financial plan for the fiscal year. It also represents the official organizational plan by which, City policies, priorities, and programs are implemented. The budget provides the means to communicate to the residents, businesses, and employees about how the City's financial sources are used to provide services to the community. The budget includes both the operating costs to manage the City and the capital improvement projects that the City plans to undertake during the fiscal year.

Below is a brief outline of the contents of the budget book:

**Budget Message:** City Manager's transmittal letter to the City Council that details the budget, including budget issues and policies that lead to the development of the budget

**Community Profile:** Overview and information about the City of Berkeley

**Financial Summary:** Summary financial analyses and provides a summary of assumptions used in creating the Five-Year Forecasts

**General Fund:** City's discretionary General Fund summaries of expenditures and revenues, detailed summaries of key General Fund revenues, five-year forecast and reserve analysis.

**Other Funds:** Five-Year Forecasts/Summaries for the City's key non-General Fund operating funds.

**Staffing:** Detailed staffing information, both at the summary level and by department.

**Budget Balancing Plan:** Detailed Budget Balancing Matrix that shows all budget adjustments by department and revenue source

**Work Plans:** For each City department, includes departments' organization chart, explanations of department operations, significant accomplishments, key objectives for the upcoming fiscal years, performance measures, work plan projects, and detailed expenditure and financial data

**Community Agencies:** Summary of the community-based organization funding process and adopted allocation schedules for FY 2010

**Budget Guide:** Information on the Budget Policies and Process, the Budget Development Calendar, and a glossary of terms used in the book



Office of the City Manager

Honorable Mayor and Members of the City Council:

I am pleased to present the Adopted FY 2010 & FY 2011 Biennial Budget and citywide Work Plan that was adopted on June 23, 2009.

The City's budget is a reflection of City policies, goals and priorities. Actions taken by Council over the last five years have allowed the City to effectively manage and balance its budget during some difficult times. Council's sound fiscal policies have been recognized by rating agencies through a recent increase to the City's bond rating to AA+. Only 17 of 480 California cities have a higher rating.

We are once again confronted with fiscal challenges in a time of worldwide economic crisis. The fiscal policies adopted by Council continue to provide the fundamental framework for the City's budget development, and include:

- ❑ Focusing on the long-term fiscal health of the City by adopting a two-year budget and conducting multi-year planning;
- ❑ Building a prudent reserve and reducing unfunded liabilities;
- ❑ Controlling labor costs while minimizing layoffs;
- ❑ Allocating one-time revenue for one-time expenses; and
- ❑ Requiring enterprise and grant funds to balance, and new programs to pay for themselves.

During the FY 2010 & FY 2011 Biennial Budget Development Process, we discussed with Council the City's financial status and the local impacts of the nation's economic downturn. As the weeks progressed and in response to the rapid decline of the economy, we continued to adjust our forecasts. The economic crisis that faces the nation, State, and region directly impacts Berkeley. The State's inability to solve its growing budget gap presents a very challenging and uncertain future for Berkeley.

While we face immediate budget shortfalls, we need to avoid short-term solutions that do not resolve the long-term problem. The two-year budget plan addresses the immediate budget shortfall, however, we must continue to look ahead and plan for the long-term financial issues the City faces. The budget makes some difficult choices. These choices are necessary to balance the budget over the next two years and to provide the ability to respond to funding changes over the long-term. This budget provides a plan to control costs, maximize City resources and generate new revenue.

The two-year plan eliminated the \$5.66 million General Fund structural deficit for FY 2010 and FY 2011, and reduced capital funding by about \$5 million from prior year levels. The budget included \$3.6 million in recurring General Fund expenditure cuts over two years and \$2 million in new revenue. These budget cuts resulted in a reduction in the City's workforce by 47.85 positions. While we will worked to minimize service



impacts to the community, this level of reduction will certainly impact some City operations.

Although this is a two-year budget, we continue to plan over a five-year horizon. The reductions we make now will help the City deal with future budget challenges, such as anticipated State CalPERS retirement cost increases in FY 2012. In addition, we are dealing with deficits in several of the City's special revenue funds, a result of diminished program revenues and State funding and increased operating costs. The budget adopted reductions in these funds as well, with mental and public health being the most impacted programs.

## ADOPTED BIENNIAL BUDGET FINANCIAL SUMMARY

The table below summarizes the adopted City expenditure budget for FY 2010 & FY 2011 for all funds, and for the General Fund in comparison with the FY 2009 Adopted Budget. The total FY 2010 adopted budget reflects a slight increase of 4% from the Adopted FY 2009 budget. The City's operating budget is actually decreasing by about 4%, which is somewhat offset by the increase in capital expenses. This large increase in capital is attributed to one-time, non-General Fund CIP projects (several of them related to the federal American Reinvestment and Recovery Act). The FY 2011 budget sees very mild growth over FY 2010 with a total change of 3%. While these are very modest growth numbers, the uncertainties surrounding the economy and the State budget indicate the possibility for the need for further budget reductions.

<b>All Funds (in millions)</b>	<b>Adopted FY 2009</b>	<b>Adopted FY 2010</b>	<b>% Change</b>	<b>Adopted FY 2011</b>	<b>% Change</b>
Operating Budget	\$299.7	\$ 289.2	-4%	\$ 296.7	3%
Capital Budget	\$ 21.2	\$ 44.1	108%	\$ 28.7	-35%
<b>Total:</b>	<b>\$321.0</b>	<b>\$ 333.4</b>	<b>4%</b>	<b>\$ 325.5</b>	<b>-2%</b>

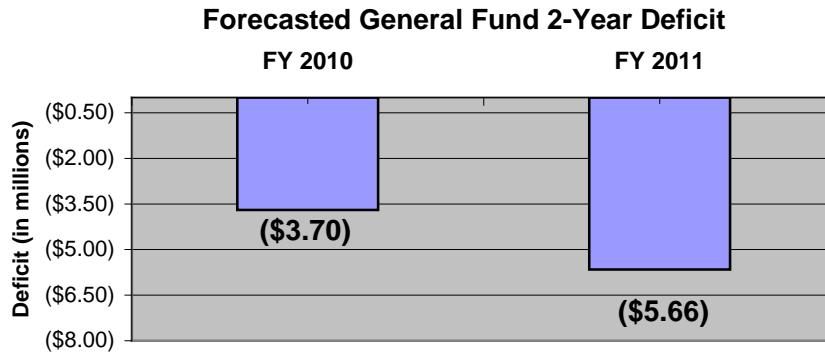
  

<b>General Fund (in millions)</b>	<b>Adopted FY 2009</b>	<b>Adopted FY 2010</b>	<b>% Change</b>	<b>Adopted FY 2011</b>	<b>% Change</b>
Operating Budget	\$138.0	\$ 142.6	3%	\$ 145.5	2%
Capital Budget	\$ 7.9	\$ 5.9	-26%	\$ 6.5	11%
<b>Total:</b>	<b>\$145.9</b>	<b>\$ 148.5</b>	<b>2%</b>	<b>\$ 151.9</b>	<b>2%</b>

## GENERAL FUND TWO-YEAR FORECAST

The FY 2010 and FY 2011 projections anticipate a mild economic recovery of the local economy. However, if the economy does not rebound to this level, further budget cuts may be necessary. While the City will receive federal economic stimulus funding, this one-time funding will not remedy the recurring structural deficit. As such, these funds (discussed later in this message), will address critical non-recurring programs and infrastructure needs.

Below is the General Fund 2-Year forecast – without balancing measures. Revenue losses have resulted in a General Fund structural deficit of \$3.70 in FY 2010 that grows to \$5.66 in FY 2011 if no balancing measures are taken.



## **FY 2010 & FY 2011 ADOPTED BALANCING MEASURES**

The adopted budget attempts to maintain priority programs and services in light of our fiscal challenges and the need to make expenditure reductions. The budget is a delicate balance of cost reductions and preserving critical programs, including:

- ❑ No cuts to public safety front-line services
- ❑ No cuts to community based organization funding
- ❑ No cuts to youth services
- ❑ Strengthen revenue collection and administrative services
- ❑ Strengthen and realigns Housing & Community Services
- ❑ Invest in infrastructure maintenance
- ❑ Invest in technology & efficiency improvements

As we look at the future, we must maintain our revenue base and consider investments to retain and attract business in Berkeley.

### **General Fund biennial budget balancing plan**

This adopted biennial budget plan balances the forecasted two-year, General Fund deficit of \$5.66 million through a combination of recurring cuts (about 2% of the General Fund budget) and new recurring revenue, while managing the City's unfunded liabilities.

Several of the underlying budget assumptions are very sensitive to economic changes and assume a mild economic recovery in FY 2010. This includes assuming that Property Transfer Tax revenue rebounds from the forecasted FY 2009 level of \$8.6 million to back up to \$10 million a year. This is still a much lower amount than the City has realized in the recent past. For example, in FY 2007, the Property Transfer Tax revenue topped out at \$16.4 million. The FY 2009 level of \$8.6 million represents a 48% decline from just two years ago.

The budget also forecasts an increase in the Hotel Tax based on the upcoming opening of a major hotel (about \$780,000 in new revenue per year) and assumes that we maintain stable sales tax and business license tax revenues in FY 2010 – projecting a modest 2% growth projected for future years.

The table below is a summary of the adopted two-year balancing measures for the General Fund and all other funds in terms of net dollar reductions.

<b>Adopted Balancing Plan - General Fund</b>		
<i>(in millions)</i>	<b>FY 2010</b>	<b>FY 2011</b>
<b>Forecasted Deficit</b>	<b>(\$3.70)</b>	<b>(\$5.66)</b>
<b>One-time Costs</b>		
Berkeley Housing Authority Subsidy	(\$0.30)	\$0.00
	<b>(\$0.30)</b>	<b>\$0.00</b>
<b>Recurring Expense Cuts</b>		
Recurring cuts effective FY 2010	\$2.09	\$2.09
Recurring cuts effective FY 2011		\$1.43
	<b>\$2.09</b>	<b>\$3.53</b>
<b>Recurring New Revenue</b>		
New Parking Fines (\$5)	\$1.50	\$1.50
Other New Revenue	\$0.40	\$0.64
	<b>\$1.90</b>	<b>\$2.14</b>
<b>Balance</b>	<b>\$0.00</b>	<b>\$0.00</b>

The plan assumed all expense cuts and new revenue are recurring. In addition, the budget includes a one-time, \$300,000 General Fund subsidy to the Berkeley Housing Authority to assist their efforts in moving out of troubled status with HUD. An increase to this level of subsidy would require other budget adjustments.

### **Organizing to provide better services and efficiencies**

The balancing plan included a number of reorganization efforts to improve service delivery as a lower cost. This focuses and aligns our limited resources with priority services. The budget included several department reorganization efforts that refocus priorities and create efficiencies. The Police Department and the Department of Information Technology implemented administrative reorganizations that generate significant General Fund savings. The budget also adopted significant program reorganization with the Department of Health and the Housing and Community Services departments (formerly Health & Human Services and the Housing Department). This effort will streamline service delivery.

Other cost cutting strategies include:

- No vacation payouts for non-safety employees
- Voluntary Time Off (VTO) days
- Worker's Compensation & Retiree Medical cost containment
- Health and dental insurance verification

### **Staffing reductions**

Since about 77% of the City's expenses are comprised of labor costs, it is difficult to make expenditure reductions without reducing positions. The adopted budget eliminates a total of 47.85 full time equivalent positions – this is net of position additions.

<b>Cuts &amp; Adds</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>Two-Year Total</b>
Total Adds	9.28	9.00	18.28
Total Cuts	(45.63)	(20.50)	(66.13)
<b>NET Total</b>	<b>(36.35)</b>	<b>(11.50)</b>	<b>(47.85)</b>

The budget adopted several department reorganization efforts that result in some positions reallocated to different classifications to better address workload. These reallocations are reflected as one position deletion and one position addition – effectively offsetting each other in the net total. Therefore, the total number of position cuts is 66.13 and the total number of position additions is 18.28 over the two-year budget.

<b>Cuts: Vacant v. Filled</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>Two-Year Total</b>
Total Vacant Cuts	(32.50)	-	(32.50)
Total Filled Cuts	(13.13)	(20.50)	(33.63)
<b>NET Total</b>	<b>(45.63)</b>	<b>(20.50)</b>	<b>(66.13)</b>

Early in the fiscal year 2009, we implemented a hiring freeze. This allowed the City to accrue some salary savings from the vacant positions and prepare the City for upcoming budget cuts. This was successful. In FY 2010, there are 13.13 filled positions that will be cut. The incumbents in these positions will be placed in available vacant positions so that no individual loses their job. Individuals that are placed into positions with lower pay grades from their current positions will receive “save pay” for one year. In addition, some individuals will receive job-specific training to assist their job transition. A total of 32.50 vacant positions will be eliminated. The hiring freeze will continue into FY 2011 to help manage the 11.5 planned position reductions.

## **AN UNCERTAIN FUTURE: FY 2012 & BEYOND**

State budget actions and the depressed economy may worsen the biennial budget picture. While we plan over a five-year horizon, the high level of uncertainty and volatility makes projections difficult. The General Fund Reserve is one mechanism to help deal with the uncertainties that face us in the upcoming years.

### **The General Fund reserve**

The City Council’s current policy is to maintain the reserve at 8 percent of gross General Fund revenues. The reserve provides some flexibility to address one-time priority programs, smooth out economic swings, buffer the loss of state and federal revenues, and to support City operations during emergencies such as natural disasters. An 8 percent reserve would fund City operations for about 30 days in the event of a catastrophic disaster.

We forecast that by the end of this fiscal year the General Fund Reserve will be at about 8%-10%, depending on the need to use funds set-aside for FY 2009 revenue shortfalls. A recent study conducted by members of the California League of Cities finance officers group indicates the average General Fund reserve for California cities is about 15% - 20%. We recommend maintaining a 10% reserve balance to help the City respond in the event that the economy does not rebound in the next two years or the State’s worsening troubles result in further City revenue losses.

### **State retirement (PERS) rate hike in 2 Years**

We need to prepare now to address these unfunded liabilities. The California Public Employee Retirement System (PERS) has sustained significant investment losses over the past two years. The depth of their losses will not be known for many months, and given the two-year lag in rate adjustments, rate impacts will not be felt until FY 2012. In November 2008, PERS warned that the effects of investment portfolio losses (-33% at

that time) would result in rate increases of 2-6% of payroll. A 6 percent rate increase equates to about a \$3 million cost increase to the General Fund; about \$6 million for all funds. Our forecast currently reflects this level of increase.

Recently, staff met with the City's outside PERS actuary to discuss PERS rate assumptions. With portfolio losses now over 40%, our actuary forecasts the possibility of rate increases well beyond 6%. The losses sustained by PERS, coupled with the age of the City's retirement plan (primarily related to public safety) may result in significant increases to the forecasted General Fund deficit and other City funds – resulting in further reductions.

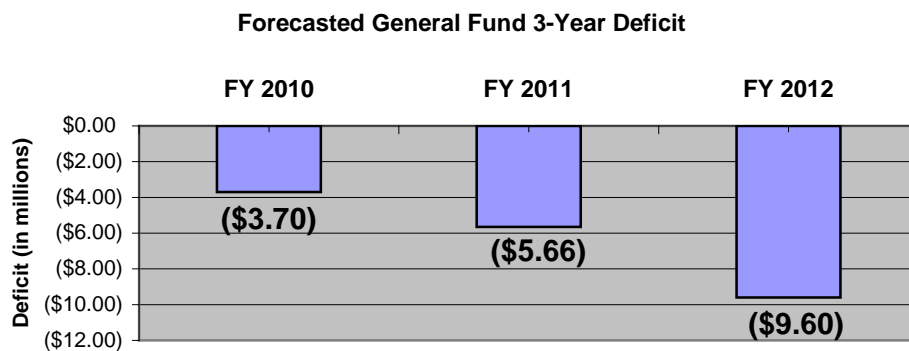
Staff has inquired directly to PERS about any plans to help mitigate these sharp increases. While acknowledging our inquiry, PERS has not offered a substantive response. In fact, it appears from recent PERS publications that employers will bear the brunt of the costs.

Rate smoothing has resulted in FY 2010 CalPERS rates slightly lower than the current rates for FY 2010 and FY 2011 based on the performance of the market prior to the downturn this past year. The budget plan recommends keeping PERS rates for the next two years at the slightly higher FY 2009 rate levels and setting aside the savings (about \$1 million over two years) to prepare for projected rate increases in FY 2012. A proactive approach to the impending rate hike will help us address the budget impacts of a large PERS rate increase in FY 2012.

### Addressing Long-term uncertainties

We know that FY 2012 will bring higher retirement costs to the City – creating a General Fund deficit. One of the adopted Council fiscal policies is long-term planning. We continue to review the budget in the context of a 5-year plan. Since we anticipate significant cost increases in FY 2012, we continue to update projections for FY 2012 and beyond. Our budget development policies frame our approach:

- ❑ Multi-year forecasting
- ❑ Looking for long-term budget balancing strategies – not short-term fixes
- ❑ Engaging and informing Council early and often
- ❑ Harvesting good ideas throughout the organization
- ❑ Streamlining overhead through a flatter organization
- ❑ Managing unfunded liabilities



In order to address the forecasted \$9.6 million deficit in FY 2012, all adopted balancing measures for FY 2010 & FY 2011 must be implemented on a recurring basis, and additional balancing measures totaling at least \$4 million must be implemented.

Our current proposal is to address this projected shortfall through \$2.0 in new revenue and \$2 million in new recurring expenditure cuts. Increased costs would result in the need for more expenditure reductions. Setting aside funds in the Reserve to help to address economic uncertainties and smooth out sudden and dramatic program reductions.

## **PROGRAM HIGHLIGHTS (ALL FUNDS)**

The budget contains net expenditure reductions of \$5 million, including General Fund reductions totaling \$3.6 million over two years. This proposal aligns limited funding with priority programs, including some department reorganization efforts. Organizing to provide better services at a lower cost is necessary to balance the budget. Highlights of these budget changes are listed below.

### ***Social programs***

#### Community agency funding

Funding for community agencies is a critical component of the City's budget that leverages City funding with local non-profit agencies to provide critical social services. The City is focused on evaluating programs for effective service delivery. The intent is to retain funding at FY 2009 levels for most community agencies as they continue to meet their current performance objectives and work together to develop programs and services focused on shared outcomes.

On June 5, 2009, the City of Berkeley was informed that the Department of Housing and Urban Development (HUD) had modified the City's Community Development Block Grant (CDBG) entitlement funding amount. The entitlement amount is increased by \$5,689 from \$3,255,331 to \$3,261,020. The additional CDBG entitlement funding available will be placed into the City's Housing Trust Fund, increasing its CDBG allocation from \$188,780 to \$194,469. The City's Emergency Shelter Grant (ESG) and HOME entitlement amounts remain the same as adopted on May 5, 2009.

On June 11, 2009, the State of California Community Services and Development Department informed the City of an increase in the Community Services Block Grant (CSBG) award due to an increase in the CSBG program nationally. The calendar year 2009 award is increased by \$16,592, from \$243,054 to \$259,646. Currently, CSBG funds are used to support Building Opportunities for Self Sufficiency's Harrison House and Multi-Agency Service Center programs to address health and safety issues at these facilities.

The American Reinvestment and Recovery Act of 2009 (ARRA) provides significant one-time funding for social programs, as discussed in more detail later in this message. The City of Berkeley received a combined total of \$2.96 million in stimulus funding through CDBG and ESG.

#### Eliminate SST Bus & new bus pass program

One of the cost savings proposals was to eliminate the Social Services Transport (SST) that provides transportation services for homeless individuals to service providers in

Berkeley and Oakland. The current annual cost for the SST was about \$140,000, and operated only 4 days per week.

A viable alternative to the SST was a transit subsidy program that would be administered by the City in collaboration with community agencies providing homeless, health and social services. AC Transit serves all of the routine SST Shuttle stops. So, rather than continuing to operate a separate shuttle service that essentially runs parallel to public transportation, the subsidy program was designed to offer direct transit assistance to individuals actively engaged in social services programs. A new transit subsidy cost about \$40,000 per year, plus offer a 7 day per week service. This efficiency effort improved service and results in a net savings of almost \$100,000 per year.

### ***Mental Health & Public Health***

The Mental Health and Public Health Funds are facing significant challenges in FY 2010 & FY 2011. The State cut \$1.2 million in funding effective FY 2009 as part of the first State budget, impacting a variety of programs. Staff is reviewing the possible funding impacts from recent State budget actions. Additionally, both the Mental Health and the Public Health funds have structural deficits of \$1.7 million and \$1.2 million, respectively. These deficits are largely caused by

- Increasing costs for personnel and services;
- Declining revenues due to lower statewide sales taxes, lower vehicle license fees, and reductions in Medi-Cal reimbursements; and
- Loss of funding for mental health programs due to loss of AB 2034 funding in 2007.

#### Mental Health Funds (deficit of \$1.7M)

Mental Health cut approximately \$1.2 million and 8.6 FTEs from both the General Fund and the Mental Health Fund. New Mental Health Services Act (MHSA) funds may help to reduce the number of reductions, subject to State approval of a plan for the use of these funds. However, staff has been informed that those new funds are likely to be for FY 2010 only. In addition to these position reductions, the department's budget proposal includes shifting staff to these new funds in FY 2010, and restructuring the work of these positions accordingly.

The reductions will impact service delivery in several areas including: an increase in patient load for some providers at the Mental Health clinic, the reduction of some client advocacy services, and the elimination of the Social Service Transport as noted above. In some areas, the cost-shift of staff onto other funding sources will result in enhancement of services such as increasing outreach to ethnic communities, increasing wellness recovery programs and increasing early prevention activities.

The use of new MHSA funds will require staff to submit an amended plan to the State Department of Mental Health. Over the coming months, staff will be working with the Mental Health Commission, the community and labor groups to identify strategies to mitigate the impacts of service reductions.

#### Public Health Funds (deficit of \$1.2M)

Public Health cut approximately \$637,000 and 5.5 FTEs (all vacant). The impacts will be felt primarily in public health nursing services. However, the division has been engaged in a very productive restructuring process over the last several months in order to

determine how best to align service delivery to available resources. While the reductions noted above will not solve the long-term structural deficit, staff will continue to examine funding sources, services and priorities over the next few years to achieve that result.

One important reduction in funding that should be noted is the County's cut in the City's Every Child Counts (ECC) allocation. In past years, the County has allocated as much as \$368,000 per year to Berkeley for the ECC program. Staff understands that the City's allocation in FY 2010 could be as little as \$30,000. The department's budget proposal reflected cost-shifting of the staff previously funded by ECC onto other eligible funds in order to maintain services in that area as much as possible.

#### Affordable Housing & the Housing Trust Fund

The adopted budget includes a one-time allocation of \$500,000 in FY 2011 to the Housing Trust Fund. This is based on the assumption that Berkeley experiences a mild economic recovery and Property Transfer Tax revenues rebound. We will evaluate this revenue trend in FY 2010 and determine the availability of revenues.

#### ***Department Reorganizations:***

##### ***New Health Department and New Housing & Community Services Department***

As mentioned above, the Health & Human Services Department (HHS) faces significant challenges presently and in the coming years to deliver public and mental health services in a climate of diminishing resources and increased need. Aging services and youth and adult employment services were moved out of HHS in order to facilitate that department's ability to focus on preserving and improving critical health and mental health services. The department was renamed the Health Department – responsible for the divisions of Public Health, Mental Health and Environmental Health. The aging and employment services (youth and adult) moved to a reorganized Housing Department, now called the Housing and Community Services Department. These services will join the rich array of community services the department already manages.

Having community services under the auspices of one department provides opportunities for greater coordination, collaboration, and integration of City services with those provided by community agencies resulting in better programs for the Berkeley community. Employment Services, which was in the Office of Economic Development, was transferred to the Housing and Community Services Department. Inter-departmental cooperation will preserve the vital connection between economic development and job creation. However, the shift will improve administrative efficiency by having all employment programs under one department. Moreover, the shift will facilitate the connection between City-operated and CBO-operated employment programs and will ensure the nexus between the City's employment objectives and new opportunities available under the American Reinvestment and Recovery Act.

##### ***Planning & the Permit Service Center***

The Permit Service Center Fund is expected to experience a 10 percent decline in projected revenues in FY 2010. The depressed national financial climate is causing a significant drop in housing starts, overall development activity, and financing for development projects. As a result, we are expecting a similar drop in building permit activity in the coming year. To deal with declining revenues, the department proposes cutting \$1.2 million and 4 FTEs. The reductions do not fully address the structural fund

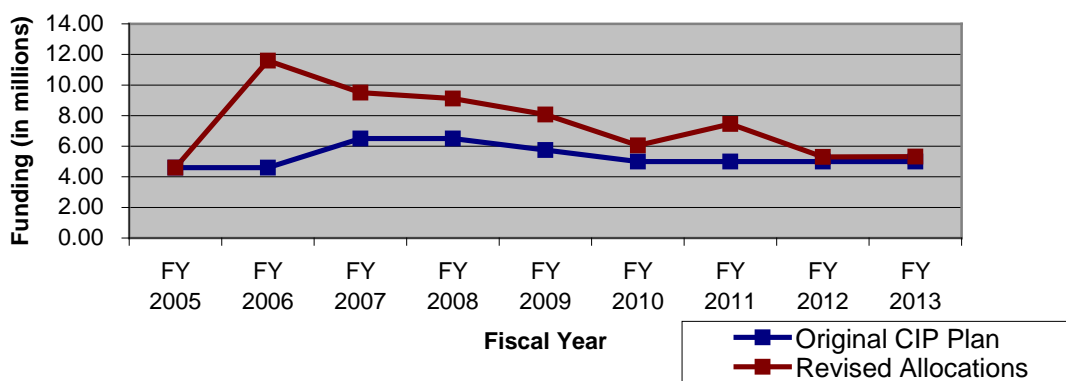


deficit and the fund balance is projected to be depleted in FY 2013 – with the possibility of additional reductions if the economy does not improve.

### **Capital Improvement Projects (CIP)**

A separate CIP book will contain more detail about the City’s Capital Improvement Program. The program relies on funding from the General Fund, special revenue funds, and grants and loans. Over the last several years, we have allocated one-time Property Transfer Tax revenues to CIP projects – that is, Property Transfer Tax revenues above the recurring baseline amount of \$10 million/year. With the huge reduction in Property Transfer Tax revenues, we no longer have this one-time funding available and the capital program will see a significant reduction in available funding from the General Fund.

**General Fund CIP Funding**



The General Fund contribution to the CIP will drop from a high of \$11.6 million in FY 2006 to a projected \$6.1 million in FY 2010 – a 47% reduction in available funding. The FY 2010 adopted budget maintains one-time funding in the amount of \$600,000 (\$400,000 for deferred building maintenance and \$200,000 for deferred pools maintenance) as originally adopted as part of the FY 2006 Five-year CIP Plan.

The FY 2011 adopted budget includes one-time funding in the amount of \$1.2 million: \$1 million for deferred building maintenance, and \$200,000 for traffic calming. This is based on the assumption that Berkeley experiences a mild economic recovery and Property Transfer Tax revenues rebound. We will evaluate this revenue trend in FY 2010 and determine the availability of revenues. Without new funding, the ability of Council to invest one-time funds in critical projects is diminished. We may need to further reduce capital funding in FY 2012 to help balance the projected deficit.

### **Public safety**

#### Fire

The passage of Measure GG in November 2008 allows the City to fully fund Fire Department staffing and prevent fire station closures in FY 2010 & FY 2011. There are no reductions in the area of fire emergency response. The budget anticipates tax revenue in FY 2010 of \$3.6 million, plus a prorated amount of \$1.8 million since the tax became effective January 1, 2009. This funding will provide emergency preparedness program enhancements as well as fund staffing. For FY 2011 and beyond, the maximum annual tax revenue is \$3.6 million as adjusted by the greater of the Consumer Price Index or the Personal Income Growth index.

### Reorganization: Police Department

The Police Department implemented an administrative reorganization that results in a General Fund reduction of about \$850,000 and a reduction of 7.0 FTEs, but does not impact front-line police services. The savings is generated by a planned reorganization that restructures administrative job duties formerly performed by a Police Captain that will now be handled by the civilian Public Safety Business Manager and a Police Lieutenant position. Reductions rely on the implementation of the new Public Safety System that will allow for staff reductions proposed for FY 2011.

### **Other revenue fund impacts**

#### Refuse Fund

As part of the budget process, Council approved an increase to residential and commercial collection rates in July 2009. The Refuse Fund has a forecasted annual operating shortfall in FY 2010 of \$5.5 million and \$5.7 million in FY 2011. This budget erased this deficit with new revenue (\$5 million), the use of available fund balance (\$500,000), and cost reductions.

Increasing residential and commercial collection rates would generate \$4.0 million in new annual revenue, resulting in proposed rates for residential collection that increase by an average of \$4.20 per month. In addition, increasing the Transfer Station and other non property related fees by about 10% will generate an additional \$1 million in new revenue. Staff is also working to reduce operating costs and improve service efficiencies, as the use of available fund balance is a one-time measure and recurring cost savings are necessary for FY 2011.

#### Streetlight Assessment Fund

The ability to raise funds for storm water system improvements is limited by Proposition 218 (adopted in 1996), requiring voter approval for fee or tax increases. Costs continue to rise and do not keep pace with the flat revenues. The fund receives an annual subsidy of \$516,000 from the General Fund. One-time salary savings has helped the fund balance this past year – but the fund will be in deficit by FY 2011. Either program services will be reduced, or Council may have to consider increasing the General Fund subsidy.

#### Clean Storm Water Fund

The ability to raise funds for storm water system improvements is limited by Proposition 218 (adopted in 1996), requiring voter approval for fee or tax increases. The fund is currently unable to fund repairs to the storm sewer system outside of routine maintenance. Costs continue to rise and do not keep pace with the flat revenues. The fund accrued a small fund balance as a result of one-time salary savings – but will run into deficit by FY 2010. Few options are available to increase storm water funding and program services are already minimal. A parcel fee or tax measure requiring 2/3-voter approval is an option. Another option is a fee increase through a mail ballot. Staff is strongly considering these options and plans to return to Council with the appropriate recommendations.

### **STATE & FEDERAL FUNDING IMPACTS**

## **State budget**

As the State struggles to close a growing budget deficit that requires an additional \$24 billion in balancing measures, the Legislature is considering deeper cuts to local government. These cuts will be in addition to the \$1.75 million in recurring direct cuts to Berkeley, primarily in the areas of public and mental health. Staff will continue monitoring the State budget situation and provide constant updates to Council as things change and new information becomes available.

## **Federal Stimulus funding**

On February 17, 2009 President Obama signed into law the American Recovery and Reinvestment Act (ARRA) of 2009. The purpose of ARRA is:

1. To preserve and create jobs and promote economic recovery.
2. To assist those most impacted by the recession.
3. To provide investments needed to increase economic efficiency by spurring technological advances.
4. To invest in transportation, environmental protection and other infrastructure that will provide long-term economic benefits.
5. To stabilize state and local government budgets.

The total cost of the national stimulus package is \$787 billion and various agencies are charged with distributing the funds. The City of Berkeley has been informed of several funding allocations that the City will receive through federal formulas and the Council has authorized the allocation of some of those already, such as the additional CDBG funds and the new Weatherization funds. Additionally, City staff has been assessing various competitive funding opportunities, have applied for some (such as additional Summer Youth Employment funding) and are planning to apply for others. Depending on the timelines for applications, the Council may be asked to ratify applications that have already been submitted due to a short timeline for submittal (such as was done with the Weatherization application).

Some of the known funding allocations to Berkeley include: CDBG, \$871,248; Homelessness Prevention and Rapid Rehousing program, \$1,332,952; Weatherization, \$757,496; Community Services Block Grant, \$308,959; Surface Transportation Program \$1,619,000; Energy Efficiency and Conservation Block Grant, \$1,013,500; and Summer Youth Employment, \$263,016. More information on the various funding opportunities and the programs and projects supported by them is included in an attachment to this report. Additionally, the Berkeley community will benefit from funds going directly to other agencies serving the community, such as an additional \$336,000 that is likely to be awarded to BYA for summer youth employment, and stimulus funds that are likely to be awarded to Head Start.

Staff is extremely mindful that the requirements for expending the stimulus funds include unprecedented accountability measures (including detailed quarterly reports). Given these requirements, additional resources will need to be directed towards these reporting obligations. However, Berkeley is fortunate to be able to partner with our community agencies to expend these new funds at the rapid pace mandated by the federal government, with the goal of creating the economic stimulus that the community needs.

## **TAXES RATES**

Changes in funding for most special revenue funds include cost-of-living adjustments that are consistent with Bay Area inflation. The Personal Income Growth index (PIG) posted a .62% growth while the Consumer Price Index (CPI) increase was .8015%. These are very low growth numbers compared to previous years and this will result in revenues that will not keep pace with expenditure growth in the affected special revenue funds.

The established growth index for the Parks Tax and the Emergency Medical Services Tax (Paramedic Tax) is the April CPI. The Emergency Services for the Disabled Tax and the Library Tax growth is either the higher of the CPI or the PIG. The adopted budget reflects growth in FY 2010 for all of these special revenue funds based on the appropriate growth factor, and assumes a mild recovery in FY 2011 to a 1.5% growth level. No growth factor is recommended for the Measure GG Fire Services and Disaster Preparedness Tax over the two-year budget.

## **CITYWIDE WORKPLAN**

The City-wide Work Plan provides a tool that allows Council to allocate its limited resources toward its most critical projects and needs. Time was taken this year to solicit Work Plan Priority Projects from departments to address important and emerging areas needing resources and concentrated work efforts. The Work Plan identifies 88 Priority Projects in FY 2010 & FY 2011. The goal is for these projects to be completed within a 2-year time frame. Departments have continued to monitor work plans. The Work plan section of this document provides more detailed information including lists of proposed Work Plan Projects as well as projects completed from the last 2 year budget cycle.

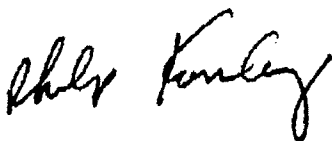
## **CONCLUSION**

The FY 2010 & FY 2011 Adopted Biennial Budget reflects a balancing plan that controls costs and plans for the future. The proposed budget balances the two-year budget through a combination of recurring expense cuts and new revenue. However, a look into the future indicates these recurring measures will not be enough and that future budget cuts are a possibility. This will not be an easy task given the pressures for new programs and the diversity of opinions in the community about how to pay for them.

I look forward to the challenge of the upcoming fiscal years as I work with the City Council, boards and commissions, City departments, labor, community agencies, and the community to ensure the City of Berkeley continues to provide quality services to its residents.

I would like to personally thank Tracy Vesely and her staff (Rama Murty, Stacey Johnson, and Vane Bartholomew) for their dedication and hard work to develop a balanced budget.

Respectfully Submitted,



Philip Kamlarz  
City Manager

Attachments:

1: Federal Stimulus Summary

2: Council Budget Amendments

## FEDERAL STIMULUS FUNDS - SUMMARY

Below is a partial list of known and potential funding opportunities that the City is tracking including information gathered to date. Some of these funds will be distributed on a formulaic, entitlement grant basis and others are competitive.

- ❑ **Community Development Block Grant—CDBG-R** (\$871,248 entitlement amount)—These funds are for projects that benefit low- and moderate- income persons and must supplement other funding sources rather than supplant them. At the April 21, 2009 meeting, the Council authorized an amendment to the City's 4<sup>th</sup> Year Annual Action Plan to allocate these funds to a public facility project (the City's public health clinic) and an affordable housing project (Amistad House). The guidelines for these funds have still not been released, however, if these 2 projects cannot qualify, the Council's authorization included alternative projects to be funded.
- ❑ **Homelessness Prevention Fund –HPF** (\$1,332,952 entitlement amount)—These funds will provide financial assistance and services to prevent individuals and families from becoming homeless and help those who are experiencing homelessness to be quickly re-housed and stabilized. The funds are allocated to eligible grantees including the City of Berkeley pursuant to the Emergency Shelter Grant (ESG) formula. At the April 21, 2009 meeting the Council authorized staff to pursue a countywide partnership with other grantees (Alameda County, and the cities of Oakland, Fremont, Hayward, and Alameda) through EveryOne Home to create a coordinated program building upon our longstanding regional approach to ending homelessness.
- ❑ **Neighborhood Stabilization Program—NSP II**— The Housing and Economic Recovery Act of 2008 provided \$3.9 billion nationwide in funds to state and local governments to purchase abandoned and foreclosed homes. The City of Berkeley did not receive a direct allocation. However, we are eligible for up to \$177,335 through the State of California. At the April 21, 2009 meeting, the Council authorized the City to enter into a joint agreement with other cities in Alameda County to reach the minimum threshold of \$1 million to participate.
- ❑ **Community Services Block Grant—CSBG**—(\$308,958 entitlement amount) The guidelines were released on April 30<sup>th</sup> and the City was notified that its allocation of additional CSBG funds is \$308,958. The guidelines require applications to be submitted by May 11<sup>th</sup>. A special HWCAC meeting is scheduled for May 7<sup>th</sup> to consider a plan that staff is developing for these funds. A report will be brought to Council later in May to ratify the application that will have been submitted.
- ❑ **Weatherization Assistance**—(\$757,496 entitlement amount) These funds were distributed to states through existing federal weatherization formulas. The funds can be spent to provide direct weatherization assistance to low-income residents and for workforce development. The City submitted its application on April 9<sup>th</sup> and at the April 21, 2009 meeting, the Council ratified that application. The funding will provide weatherization services to approximately 200 additional low-income households and the City is planning to partner with CESC and Rising Sun Energy Services to provide the direct services.

- **Training and Employment Services:** Over \$3 billion is available nationally for training and employment services. Funds will be distributed through formula grants and in California those one-time grants are being distributed through the Workforce Investment Boards (WIBs). The Alameda County WIB issued an RFP for a Summer Youth Employment Program and staff submitted an application on April 3, 2009; that application included a partnership with Emeryville Unified School District. Subject to approval by the Alameda County Board of Supervisors, staff anticipates receiving an award of \$263,016 for the City's summer youth employment program this summer which will allow us to serve many more youth in the program. Additionally, staff understands that BYA is also likely to receive an award for this summer. Once approved by the Board of Supervisors, staff will bring an item to Council to accept the award and authorize the contract.
- **Energy Efficiency and Conservation Block Grants:** (\$1,013,500, entitlement amount over 3 years). This block grant program was approved by Congress in 2007 but not funded until the stimulus bill. The block grants are a formula grant based on population. There will be \$2.8 billion awarded nationally by formula grant and \$400 million available on a competitive basis. Berkeley's formula share is \$1,013,500 to be spent over a three year period. Applications must be submitted to the federal Department of Energy by June 25, 2009 indicating how the funds will be spent. Staff is developing an expenditure plan that is consistent with the goals and programs of the draft Climate Action Plan and will be bringing a report to Council in early June requesting authorization to submit the application.
- **Byrne JAG grants:** (\$285,168 entitlement amount). The Byrne JAG grants are both formula-based and competitive. The City's allocation of the formula based program is granted in consort with other Alameda County law enforcement agencies. The Police Chief and his staff have worked with the County to determine the City's share of the formula grants (\$285,168) and the application will be submitted on the City's behalf in May. The Chief and his staff are actively reviewing opportunities for competitive grant applications.
- **Medicaid Aid to States (FMAP):** The California LAO estimates that, pending State legislation that must be passed prior to July 1, 2009, California's FMAP will increase by \$10.1 billion through December 2010. Of this total, \$8.3 billion would offset state General Funds for Medi-Cal and the remainder would be passed on to the local entities. Pending verification on the program, the City is estimating approximately \$300,000 per year for two years as our formula allocation.
- **Health Information Technology:** The stimulus bill includes \$19 billion nationally to facilitate the computerization of health records as a way to reduce both costs and medical errors. Electronic recordkeeping is a strong interest of the HHS Department and staff will be closely analyzing the guidelines for distribution of this funding as they become available.
- **Prevention and Wellness Fund:** \$1 billion will be available nationally to assist in fighting preventable chronic and infectious diseases. Information is not yet available about how this funding will be distributed and what portions will be allocated to programs such as immunization and chronic disease prevention. Information is anticipated in May. Staff will be reviewing information as it becomes available. Opportunities include public health prevention work on hypertension, diabetes, asthma, and obesity; the City's healthy youth and early childhood development work; and the immunization program.

- **Competitive Surface Transportation Program:** This funding can be allocated to surface transportation projects that will have a significant impact. MTC approved a list of projects for the Competitive Surface Transportation Program funds that included \$1,619,000 for Berkeley to repave University Avenue from San Pablo to Sacramento and staff was notified that the funding was approved. At the March 24, 2009 meeting, the Council authorized the formal application for the stimulus funds for this project.

Additional stimulus funding opportunities not listed above are also being investigated to determine opportunities for the Berkeley community. Some of those opportunities may go directly to non-profits (such as allocations for Head Start and Early Head Start Programs) or partner agencies such as LifeLong Medical Care. Staff will be working with those entities where possible to maximize total community benefit.



## COUNCIL BUDGET AMENDMENTS

FY 2010 & FY 2011 Budget Amendments	1-Time	Recurring
Berkeley Housing Authority	700,000	
2009 Telegraph Last Sundays Fest	6,000	
R.I.S.E		45,000
Berkeley Convention & Visitors Bureau: grants to Berkeley-based independent filmmakers		25,000
Hypertension Clinic - Public Health		100,000
East Bay Community Scholarship Fund (EBCSF): School supplies	10,000	
Option's Recovery Services: Case manager/housing benefits coordinator	44,000	
Berkeley Boosters: Life Skills Development Summer Leadership Camps	10,000	
Youth Spirit	10,000	
<b>Total</b>	<b>780,000</b>	<b>170,000</b>

# Community Profile Data Budget Book FY 2010-2011

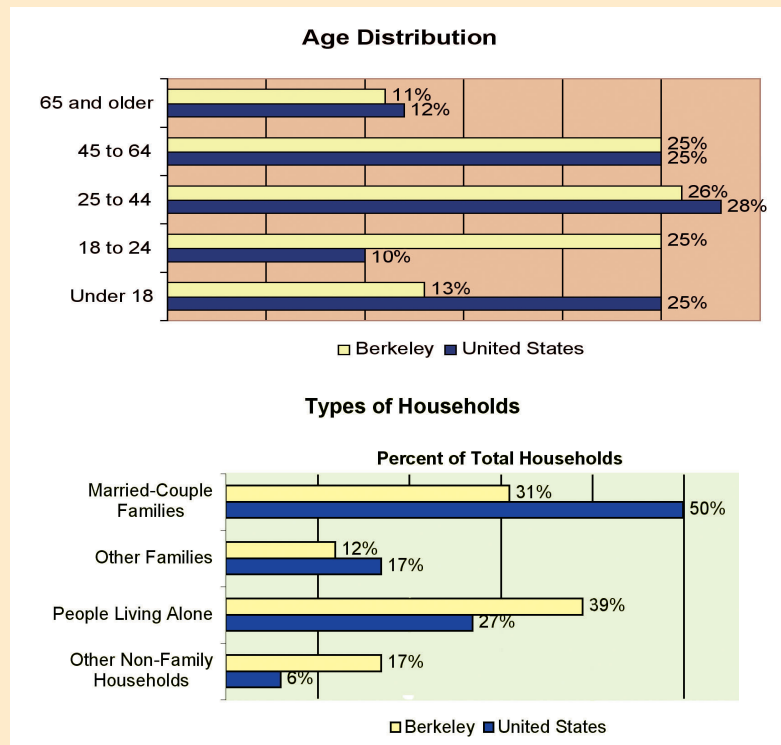


## ACS

The American Community Survey (ACS) is a nationwide survey conducted by the U.S. Census Bureau, which collects and produces population and housing information every year, instead of every ten years. The data in this community profile is from ACS 2005-07. The ACS is more current than the 2000 Census data, but is an estimate based on samples and may be less accurate in some cases.

## Berkeley Population 107,268 (ACS)

Male 49.1% (ACS)  
 Female 50.9% (ACS)  
 Berkeley Households 43,132  
 Median Age: 34.8 years



## By Ethnicity (ACS)

One race	102,970
White	67,766
Black or African American	11,831
American Indian and Alaska Native	256
Asian	17,917
Native Hawaiian & Other Pacific Islander	94
Hispanic or Latino (of any race)	10,706
Some other race	5,106
Two or more races	4,298

# Education (ACS)

Total Berkeley population: 107,268

Residents enrolled in nursery-elementary school (public or private) : 7,453

Residents enrolled in high school: 3,611

Residents enrolled in college or graduate school: 30,712

## Schools in Berkeley\*

11 public elementary schools

3 public middle schools

2 public high schools (BHS & B-Tech)

12 private elementary/secondary schools

University of California, Berkeley

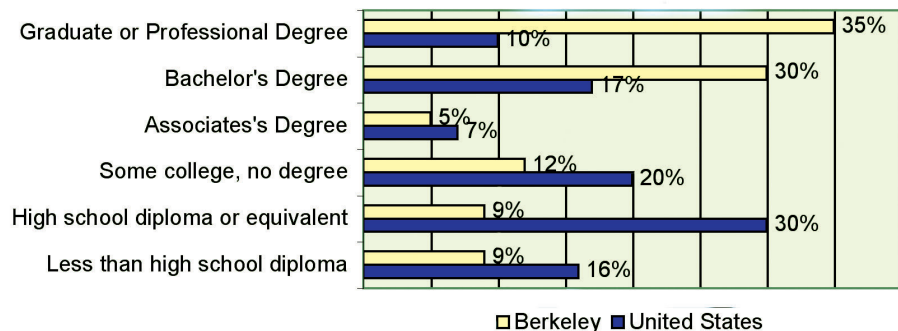
Berkeley City College

6 WASC-Accredited Colleges

*\*BUSD, California Department of Education, WASC*

### Educational Attainment

Percent of Population Over 25 Years Old



## Transit and the Environment

- Berkeley is only 8% of Alameda County's population, but more than 37% of the county's population of people who walk and ride bikes to work;
- Every Berkeley resident is within a quarter mile of a bus stop, and all AC Transit local bus lines connect with a BART station;
- Berkeley has 36 miles of designated bike routes, including 10 miles of bike lanes and 6 miles of bike paths.
- Berkeley has 9 community and 17 school gardens;
- Residents reduced their waste by 15% in 2008 by adding kitchen wastes to their green carts;
- Berkeley residents and businesses divert more than 50,000 tons per year of waste from the landfill.

# Employment, Economy, Housing (ACS)

Median Household income: \$52,900

Average Household income: \$80,525

Residents 16 and older: 95,675

In labor force 29.8%

Employed: 56%

Unemployed\*: 4%

Not in labor force: 40% (e.g. students not looking for work)

## Occupation

Management, Tech, Pro: 61%

Service: 12%

Sales & Office: 19%

Construction, Maintenance: 4%

Production & Transportation: 4%

*\*California Employment Development Department reports 10% Berkeley unemployment for March 2009*

## 10 Largest Employers\*

University of California, Berkeley: 14,444

Lawrence Berkeley National Labs: 3,735

Alta Bates Medical Center: 3,100

City of Berkeley: 1,659

Bayer Corporation: 1,500

Berkeley Unified School District: 1,200

Kaiser Permanente Medical Group: 700

Pacific Steel Casting Company: 600

Andronico's Market: 325

Berkeley City College: 300

*\*Office of Economic Development, 2009*

## Housing (ACS)

Average sale price of new & existing single-family homes: \$750,000

Average sale price of new & existing condos: \$455,000 (2008, RealQuest)

Total occupied housing units: 46,602

Owner occupied: 19,841

Rental units: 23,291

Single family: 49%

2 to 4 units: 19%

5 to 9 units: 11%

10+ units: 21%

Median Rental Market Rates:\*

Studio \$985

1 Bedroom \$1,275

2 Bedroom \$1,750

3 Bedroom \$2,450

*\*December 2008, Berkeley Rent Stabilization Board*

# Community Engagement\*

Berkeley has 86,020 registered voters

Democratic Party:	65%
Republican Party:	5%
Green Party:	4%
Other:	2%
Decline to State:	24%

\*CA Secretary of State October 2008

- About 300 residents volunteer for 35 boards and commissions that advise the Council on issues from aging to zoning. *(Clerk)*
- There are more than 167 Neighborhood Watch groups;
- There are 41 Disaster Cache groups;
- Public meeting notices, agendas and meeting-related documents are online, and many audio and videotapes are also available.
- Live and archived Council meetings can be watched on the City's website. They are also broadcast by KPFB, 89.3 FM and cable channel 33.

## Parks, Recreation and the Arts

Berkeley has:

- 4 public swimming pools;
- 3 summer camps;
- 105 walking trails;
- 1 skateboard park;
- 17 acres of off leash dog parks;
- 242 acres of public open space;
- 52 parks, 3 community centers, 2 clubhouses, 1 youth center and 20 community gardens;
- A public marina with berths for 1,000 boats, a small-boat launch ramp, 3 public small boat docks, the Shorebird Nature Center and a mile-long fishing pier;
- More than 80 acres of state park and easy access to 2,077-acre Tilden Park;
- Three seniors facilities, with recreation, meals and health programs.

Berkeley is home to 130 arts and cultural organizations, including:

- 12+ museums;
- 20+ art galleries;
- 12 performance centers;
- 19 dance companies;
- 21 music organizations;
- 15 theater groups;
- 2 performing arts districts;
- 1 arts and artisan district.

For information about the programs and services offered by the City of Berkeley, please call (510) 981-CITY or visit us online at:

[www.CityofBerkeley.info](http://www.CityofBerkeley.info)

**SUMMARY OF FY 2010 & FY 2011 ADOPTED BUDGET  
By Funding Source**

Fund Description	Adopted FY 2010		Adopted FY 2011	
	Revenue <sup>a</sup>	Expenses	Revenue <sup>a</sup>	Expenses
General Fund Discretionary	\$ 148,107,935	\$148,500,040	\$ 151,398,082	\$ 151,944,841
Special Revenue Funds				
Emergency Disabled Services	867,850	867,850	893,886	893,886
Paramedic Tax	2,753,430	2,875,601	2,857,809	2,892,705
Parks Tax	8,577,961	9,908,114	8,832,767	9,505,816
Measure GG - Fire Prep Tax	5,400,000	5,400,000	3,600,000	3,600,000
Street Light Assess. District	1,876,040	2,016,015	1,876,040	2,052,983
Solano Avenue Business Imp. District	-	-	-	-
Underground Assess. Districts	-	-	-	-
Downtown Business Imp. Dist.	250,000	250,000	250,000	250,000
Telegraph Pro Bus. Imp. Dist.	263,000	263,000	263,000	263,000
N. Shattuck Bus. Imp. Dist.	164,000	164,000	164,000	164,000
Enterprise Funds				
Refuse	34,666,337	35,725,205	35,602,601	36,030,850
Marina Operation	4,988,910	5,539,002	4,988,888	5,703,047
Sewer	14,510,763	19,394,734	14,516,014	16,670,756
Clean Storm Water	2,234,376	2,993,120	2,220,252	3,064,656
Private Sewer Lateral	41,900	184,191	41,900	189,345
Permit Service Center	7,816,334	9,229,690	8,560,411	9,482,143
Off Street Parking	3,029,605	2,970,000	3,029,605	2,998,546
Parking Meter	6,526,958	5,846,209	6,526,958	5,349,668
Unified Program - Toxics	712,600	781,645	676,970	802,080
Building Management (1947 Center St.)	3,006,289	3,239,447	3,051,128	3,258,414
Gas / Sales Tax Street Improvement Funds	5,571,433	6,001,157	5,746,015	6,092,280
Bonds	16,061,656	10,459,604	113,336	13,123,611
Debt Service Funds	11,557,043	9,876,537	9,245,783	9,727,150
Grant Funds	37,298,699	38,704,013	30,933,928	30,638,371
Internal Service Funds	22,454,413	21,462,971	22,569,535	21,685,716
Other Funds				
Capital Improvement Fund	6,025,000	5,987,672	7,125,000	7,105,138
Public Liability <sup>(a)</sup>	1,778,476	1,725,067	1,703,476	1,740,216
Library	13,732,216	14,093,148	14,136,308	14,421,028
Rent Board	3,355,000	3,460,199	3,355,000	3,536,629
Redevelopment Agency	738,939	828,008	728,939	838,668
Playground Camp	1,913,000	2,118,304	1,913,000	2,143,351
Hlth State Aid Realign Trust	4,034,530	5,068,240	4,034,530	5,138,405
Other Funds	3,883,647	3,868,272	1,860,241	1,971,462
<b>Revenue &amp; Expenditure Subtotals:</b>	<b>\$ 374,198,340</b>	<b>\$379,801,055</b>	<b>\$ 352,815,402</b>	<b>\$ 373,278,761</b>
Housing Authority	3,146,191	2,858,357	3,146,191	2,910,581
<b>Revenue &amp; Expenditure Totals:</b>	<b>\$ 377,344,531</b>	<b>\$382,659,412</b>	<b>\$ 355,961,593</b>	<b>\$ 376,189,342</b>

*(a) Revenues do not reflect use of fund balances which are added to balance revenues with appropriation*

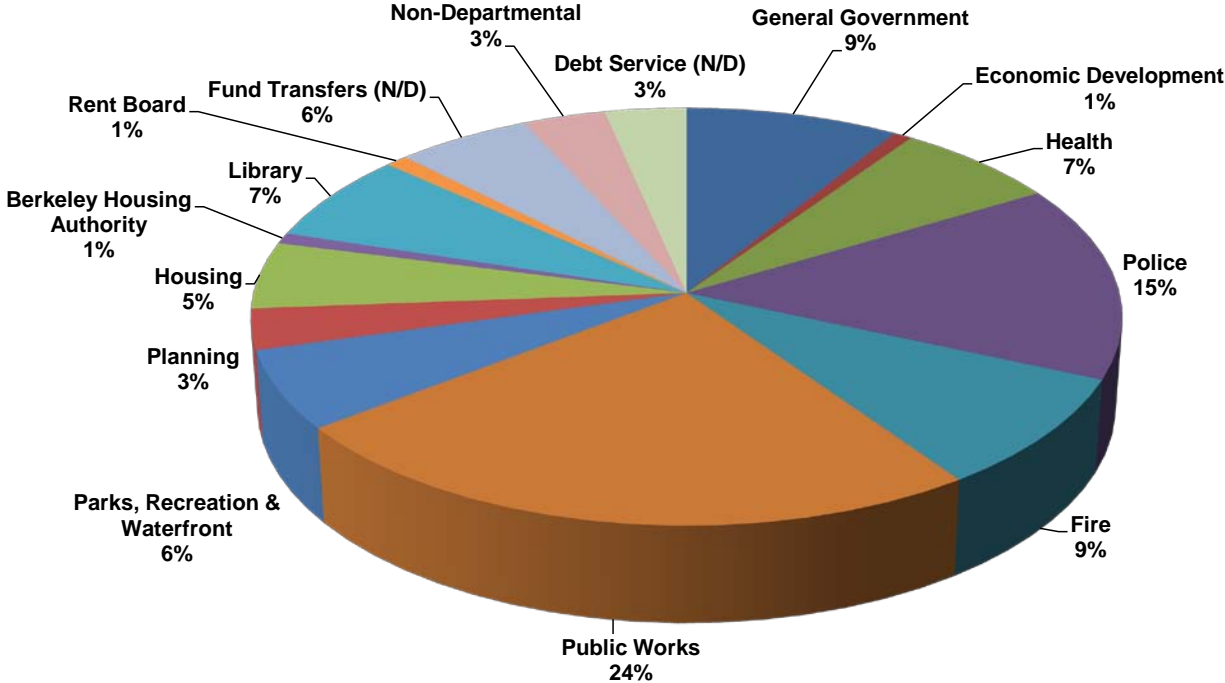
## Summary of Expenditures by Department - All Funds

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Mayor & Council	1,556,328	1,579,401	1,589,920	1,635,893	1,713,980
Auditor	1,763,018	1,774,943	1,933,211	2,088,056	2,154,380
Police Review Commission	416,477	501,880	551,384	531,544	545,042
City Manager	4,394,500	4,948,882	7,613,786	7,915,152	7,818,352
Office of Economic Development <sup>(2)</sup>	2,486,027	2,910,487	3,237,664	2,925,232	2,852,190
Information Technology	3,860,357	4,993,396	5,076,770	5,671,126	5,793,219
City Attorney	2,909,270	3,572,752	3,354,119	3,614,613	3,684,667
City Clerk	1,584,877	1,385,679	1,676,613	1,904,072	1,945,042
Finance	7,459,901	8,487,499	6,261,943	6,797,286	6,989,222
Human Resources	2,815,768	2,951,320	3,322,189	3,206,769	3,129,039
Health Services <sup>(2)</sup>	27,663,177	28,907,377	29,346,051	25,779,147	26,083,336
Police	49,119,024	51,289,593	53,606,428	56,633,955	58,202,336
Fire	25,245,392	28,709,263	30,047,821	34,112,786	32,189,339
Public Works	72,755,604	79,444,756	91,382,453	93,200,778	90,262,696
Parks, Recreation & Waterfront	20,790,368	24,829,293	21,670,916	23,442,010	22,971,690
Planning	13,290,978	12,481,090	13,337,969	11,908,121	12,017,816
Housing & Community Services <sup>(2)</sup>	15,162,804	17,482,528	12,964,762	23,891,824	15,397,711
Library	13,468,680	14,359,750	14,130,551	24,311,532	27,730,138
Rent Board	3,088,888	3,313,318	3,546,249	3,460,199	3,536,629
Non-Departmental	46,894,931	54,526,336	51,699,437	46,350,960	48,141,937
Gross Expenditure:	\$ 316,726,369	\$ 348,449,543	\$356,350,236	\$ 379,381,055	373,158,761
Berkeley Housing Authority <sup>(1)</sup>		2,217,424	2,329,958	3,278,357	3,030,581
Gross Appropriations:	316,726,369	350,666,967	358,680,194	382,659,412	376,189,342
Less: Dual Appropriations	(47,005,560)	(62,033,921)	(60,350,287)	(49,304,080)	(50,719,707)
<b>Net Expenditure:</b>	<b>\$ 269,720,809</b>	<b>\$ 288,633,046</b>	<b>\$298,329,907</b>	<b>\$ 333,355,332</b>	<b>\$ 325,469,635</b>

*(1) Berkeley Housing Authority has been a separate entity since FY 2008*

*(2) Increase in Housing & Community Services and decrease in Health Services and Economic Development due to transfer of Aging Services, Adult Employment, and Youth Employment Programs to Housing & Community Services.*

**All Funds  
Expenditures by Department  
FY 2010 & FY 2011  
Biennial Budget  
\$658,824,967**

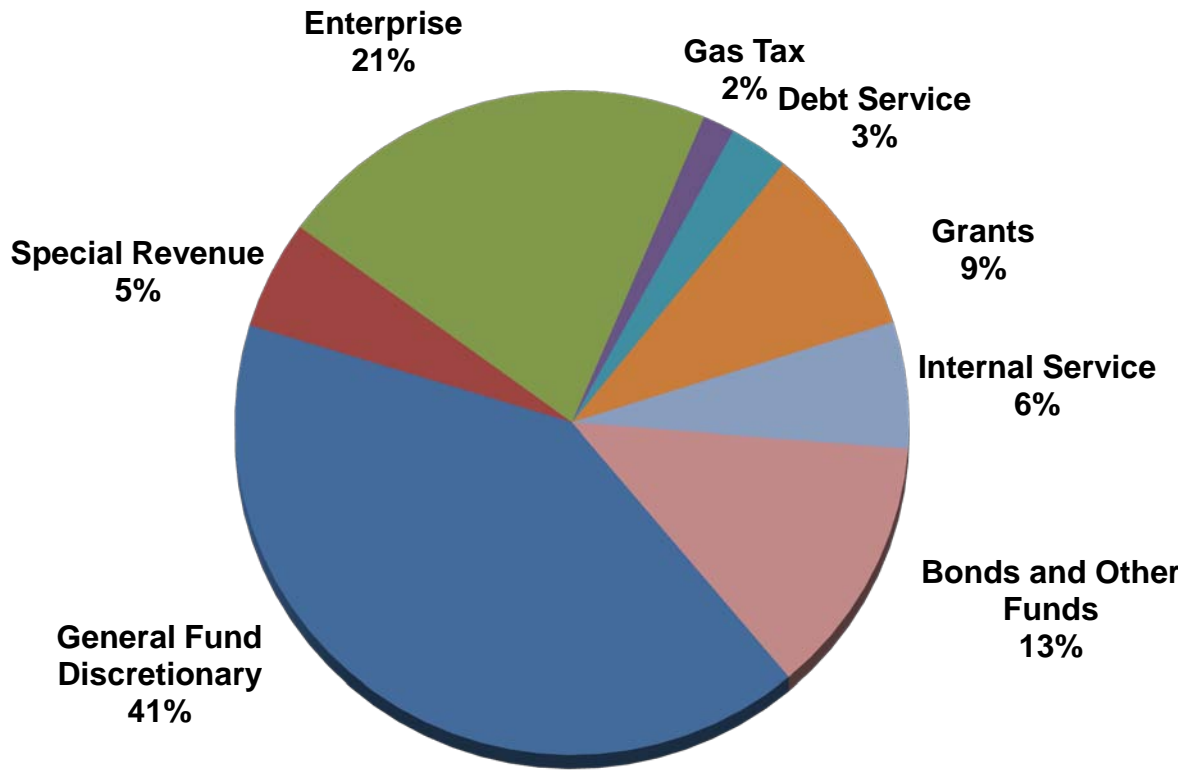




## REVENUE BY FUNDING SOURCE

Fund Description	Actual Revenue FY 2008	Actual Revenue FY 2009	Adopted Revenue FY 2010	Adopted Revenue FY 2011
10 General Fund Discretionary	\$143,849,594	\$141,736,130	\$148,107,935	\$151,398,082
Special Revenue Funds				
18 Emergency Disabled Services	838,111	877,241	867,850	893,886
160 Paramedic Assessment/Tax	2,917,798	2,991,029	2,753,430	2,857,809
450 Landscape Assessment/Parks Tax	8,408,132	8,931,354	8,577,961	8,832,767
455 Fire Assessment District	9,173	23,912	-	-
456 Measure GG - Fire Prep Tax	0	-	5,400,000	3,600,000
470 Street Light Assess. District	1,885,081	1,890,792	1,876,040	1,876,040
471 DST #47 Miller/Stevenson	0	0	-	-
472 Sustainable Energy Finance District	0	178,976	-	-
474 Solano Avenue Business Imp. District	3,274	717	-	-
475 Underground Assess. Districts	0	0	-	-
476 Downtown Business Imp. District	308,033	367,725	250,000	250,000
477 Telegraph Bus Pro Imp District	9,767	194,365	263,000	263,000
478 N. Shattuck Bus. Imp. Dist.	166,465	167,914	164,000	164,000
Enterprise Funds				
820 Refuse	29,780,955	29,390,719	34,666,337	35,602,601
825 Marina Operation	4,742,399	5,486,270	4,988,910	4,988,888
830 Sewer	14,283,048	14,594,855	14,510,763	14,516,014
831 Clean Storm Water	2,268,665	2,366,786	2,234,376	2,220,252
832 Private Sewer Lateral	63,300	40,500	41,900	41,900
833 Permit Service Center	10,506,316	9,362,146	7,816,334	8,560,411
835 Off Street Parking	2,948,803	2,757,428	3,029,605	3,029,605
840 Parking Meter	4,354,919	4,767,123	6,526,958	6,526,958
845 Unified Program - Toxics	780,672	834,049	712,600	676,970
850 Building Management - 1947 Center St.	2,942,174	3,027,680	3,006,289	3,051,128
Gas / SalesTax Street Improvement Funds	4,498,469	5,784,097	5,571,433	5,746,015
Bond Funds				
Measure FF - Branch Libraries	0	10,000,000	15,958,320	10,000
Measure G Bond Capital Imprvmnts	143,887	109,646	-	-
Measure S Bond Capital Imprvmnts	36,706	28,087	-	-
640 BJPFA Lease Revenue Bonds	0	0	103,336	103,336
656 00 Mello-Roos - Fire Equipment	406,767	148,089	-	-
676 Meas I - Animal Shelter	7,065,000	176,320	-	-
Debt Service Funds				
710 Debt Service Fund	984,331	763,204	964,313	964,313
714 09 Measure FF Library Debt Service	0	0	422,706	503,888
720 99 Lease Re Bds BJPFA \$9M	691,372	690,965	650,000	650,000
721 SPL Tax Bds CFD#1 ML-ROOS	983,259	987,531	-	0
723 2002 G.O. Refunding Bonds	1,346,537	1,443,661	1,448,833	1,455,634
Other Debt Service	6,523,743	8,306,672	8,071,191	5,671,948
Grant Funds				
Federal Grants	11,883,774	9,793,061	14,316,457	8,131,436
State/County Grants	28,724,278	28,647,919	22,662,105	22,482,355
Other Grants	551,094	496,607	320,137	320,137
Internal Service Funds				
488 Employee Training Fund	400,957	400,957	400,957	400,957
860 Equipment Replacement	3,279,418	3,730,124	3,256,924	3,256,924
865 Equipment Maintenance	10,086,348	6,566,815	6,847,724	6,847,724
866 Building Maintenance Fund	2,968,095	4,027,592	3,313,392	3,428,514
870 Warehouse	622,628	605,322	544,147	544,147
871 Corp Yard Warehouse Fund	98,143	0	-	-
873 PC Replacement	382,998	365,138	382,998	382,998
875 Workers Compensation	7,066,812	8,261,248	7,708,271	7,708,271
Other Funds				
610 Capital Improvement Fund	10,165,218	8,831,107	6,025,000	7,125,000
881 Public Liability	1,853,476	1,853,476	1,778,476	1,703,476
301 Library	13,313,481	13,957,027	13,732,216	14,136,308
440 Rent Board	3,331,754	3,416,960	3,355,000	3,355,000
Redevelopment Agency	1,181,052	911,037	738,939	728,939
330 Playground Camp	1,892,391	1,870,832	1,913,000	1,913,000
958 Hlth State Aid Realign Trust	3,876,775	3,739,205	4,034,530	4,034,530
Other Funds	2,789,850	4,382,141	3,883,647	1,860,241
<b>Revenue Subtotals:</b>	<b>\$358,215,292</b>	<b>\$360,282,551</b>	<b>\$374,198,340</b>	<b>\$352,815,402</b>
Housing Authority	1,898,660	1,625,761	3,146,191	3,146,191
<b>Revenue Totals:</b>	<b>\$360,113,952</b>	<b>\$361,908,312</b>	<b>\$377,344,531</b>	<b>\$355,961,593</b>

**Revenue By Funding Source**  
**FY 2010 & FY 2011**  
**Biennial Budget**  
**\$733,306,124**  
*(Excludes Use of Fund Balances)*



**AVAILABLE CASH BY FUNDING SOURCE**

Fund Description	Actual Revenue FY 2009	Actual Expenses FY 2009	Projected Balance 6/30/2009	Adopted Revenue FY 2010	Adopted Expenses FY 2010	Projected Balance 6/30/2010	Adopted Revenue FY 2011	Adopted Expenses FY 2011	Projected Balance 6/30/2011
10 General Fund Discretionary	\$ 141,736,130	\$ 148,335,157	\$ 22,700,732	\$ 148,107,935	\$ 148,500,040	\$ 22,308,627	\$ 151,398,082	\$ 151,944,841	\$ 21,761,868
<b>Special Revenue Funds</b>									
18 Emergency Disabled Services	315,863	835,973	357,131	867,850	867,850	357,131	893,886	893,886	357,131
160 Paramedic Tax	259,504	3,512,033	(261,500)	2,753,430	2,875,601	(383,671)	2,857,809	2,892,705	(418,567)
450 Parks Tax	2,384,207	8,502,534	2,813,027	8,577,961	9,908,114	1,482,874	8,832,767	9,505,816	809,825
455 Fire Assessment District	195,475	-	219,387	-	-	219,387	-	-	219,387
456 Measure GG - Fire Prep Tax	-	651,717	-	5,400,000	5,400,000	-	3,600,000	3,600,000	-
470 Street Light Assess. District	1,890,792	1,972,058	315,356	1,876,040	2,016,015	175,381	1,876,040	2,052,983	(1,562)
471 DST #47 Miller/Stevenson	77,035	152,838	(75,803)	-	-	(75,803)	-	-	(75,803)
472 Sustainable Finance Energy District	-	178,976	515	-	-	515	-	-	515
474 Solano Avenue Business Imp. District	4,001	3,259	1,459	-	-	1,459	-	-	1,459
475 Underground Assess. Districts	(108,871)	-	(108,871)	-	-	(108,871)	-	-	(108,871)
476 Downtown Business Imp. District	58,032	250,000	175,757	250,000	250,000	175,757	250,000	250,000	175,757
477 Telegraph Pro Bus. Imp. District	48,578	179,604	63,339	263,000	263,000	63,339	263,000	263,000	63,339
478 N. Shattuck Bus. Imp. District	166,465	330,465	3,914	164,000	164,000	3,914	164,000	164,000	3,914
<b>Enterprise Funds</b>									
820 Refuse	3,847,570	32,930,515	307,774	34,666,337	35,725,205	(751,094)	35,602,601	36,030,850	(1,179,343)
825 Marina Operation	2,847,924	4,636,877	3,697,317	4,988,910	5,539,002	3,147,225	4,988,888	5,703,047	2,433,066
830 Sewer	14,082,366	11,331,481	17,345,740	14,510,763	19,394,734	12,461,769	14,516,014	16,670,756	10,307,027
831 Clean Storm Water	917,927	2,636,433	648,280	2,234,376	2,993,120	(110,464)	2,220,252	3,064,656	(954,868)
832 Private Sewer Lateral (87.647)	-	150,912	(198,059)	41,900	184,191	(340,350)	41,900	189,345	(487,795)
833 Permit Service Center	5,252,081	40,500	4,634,443	7,816,334	9,229,690	3,221,087	8,560,411	9,482,143	2,299,355
835 Off Street Parking	8,669,005	2,757,428	8,667,895	3,029,605	2,970,000	8,727,500	3,029,605	2,998,546	8,756,559
840 Parking Meter	610,477	5,723,781	(146,181)	6,526,958	5,846,209	534,568	6,526,958	5,349,668	1,711,858
845 Unified Program (Toxics)	741,930	714,999	860,980	712,600	781,645	791,935	676,970	802,080	666,825
850 Building Management - 1947 Center St...	8,718,270	2,938,934	8,807,016	3,006,289	3,239,447	8,573,858	3,051,128	3,258,414	8,366,572
<b>Gas / Sales Tax Street Improvement Funds</b>									
710 Debt Service	1,911,667	4,829,080	2,866,684	5,571,433	6,001,157	2,436,960	5,746,015	6,092,280	2,090,695
<b>Bond Funds</b>									
Measure FF - Branch Libraries	10,000,000	44,702	-	15,958,320	9,884,604	6,073,716	10,000	12,943,611	(6,859,895)
Measure G Bond Capital Imprvments	3,298,872	109,646	3,242,269	-	-	3,242,269	-	-	3,242,269
Measure S Bond Capital Imprvments	842,725	28,087	870,812	-	-	870,812	-	-	870,812
640 B,J,P,F,A Lease Revenue Bonds	1,731,911	-	1,731,911	103,336	-	1,835,247	103,336	-	1,938,583
656 00 Mello-Roos - Fire Equipment	8,110,339	148,089	6,628,667	-	575,000	6,053,667	-	180,000	5,873,667
676 Measure I - Animal Shelter	6,962,197	176,320	4,074,293	-	-	4,074,293	-	-	4,074,293
<b>Debt Service Funds</b>									
710 Debt Service Fund	191,567	761,388	193,383	964,313	672,275	485,421	964,313	605,500	844,234
714 09 Measure FF Library Debt Service Fund	-	-	-	422,706	422,706	-	503,888	503,888	-
720 99 Lease Re Bds B,J,P,F,A \$9M	3,139,910	645,231	833,901	650,000	635,298	848,603	650,000	634,625	863,978
721 SPL Tax Bds CFD#1 ML-ROOS	3,139,910	768,269	3,359,172	-	772,633	2,586,539	-	771,284	1,815,255
723 2002 G.O. Refunding Bonds	1,502,020	1,443,661	1,492,998	1,448,833	1,448,833	1,492,998	1,455,634	1,455,634	1,492,998
Other Debt Service	4,480,388	6,108,639	6,678,421	8,071,191	5,924,792	8,824,820	5,671,948	5,756,219	8,740,549
<b>Grant Funds</b>									
Federal Grants	(1,396,325)	8,806,411	(161,067)	14,316,457	14,739,084	(583,694)	8,131,436	8,103,332	(655,578)
State/County Grants	(3,449,003)	28,647,919	(1,694,266)	22,662,105	23,549,525	(2,568,207)	22,482,355	22,108,411	(2,263,823)
Other Grants	(71,761)	496,607	(47,894)	320,137	415,404	(143,161)	320,137	426,628	(249,652)

**AVAILABLE CASH BY FUNDING SOURCE**

Fund Description	Balance 7/1/2008	Actual Revenue FY 2009	Actual Expenses FY 2009	Projected Balance 6/30/2009	Adopted Revenue FY 2010	Adopted Expenses FY 2010	Projected Balance 6/30/2010	Adopted Revenue FY 2011	Adopted Expenses FY 2011	Projected Balance 6/30/2011
<b>Internal Service Funds</b>										
488 Employee Training Fund	995,829	400,957	480,897	915,889	400,957	473,324	843,522	400,957	480,468	764,011
860 Equipment Replacement	7,837,743	3,730,124	4,429,419	7,138,448	3,256,924	3,840,659	6,554,713	3,256,924	3,784,364	6,027,273
865 Equipment Maintenance	(453,708)	6,566,815	6,734,327	(621,220)	6,847,724	6,480,485	(253,981)	6,847,724	6,593,585	158
866 Building Maintenance Fund	11,197	4,027,592	3,622,981	415,808	3,313,392	3,770,215	(41,015)	3,428,514	3,873,115	(485,616)
870 Central Services	(5,340)	605,322	543,705	56,277	544,147	812,938	(212,514)	544,147	842,785	(511,152)
871 Corp Yard Warehouse Fund	535,741		535,741							
873 Computer & Server Replacement	(2,211)	365,138	265,053	97,874	382,998	383,000	97,872	382,998	383,000	97,870
875 Workers Compensation	7,288,428	8,261,248	7,265,881	8,283,795	7,708,271	5,702,350	10,289,716	7,708,271	5,728,399	12,269,588
<b>Other Funds</b>										
610 Capital Improvement Fund	12,652,630	8,831,107	9,072,098	12,411,639	6,025,000	5,987,672	12,448,967	7,125,000	7,105,138	12,468,829
881 Public Liability	1,069,451	1,853,476	1,523,070	1,399,857	1,778,476	1,725,067	1,453,266	1,703,476	1,740,216	1,416,526
301 Library	807,072	13,957,027	13,661,952	1,102,147	13,732,216	14,093,148	741,215	14,136,308	14,421,028	456,495
440 Rent Board	587,056	3,416,960	3,546,249	457,767	3,355,000	3,460,199	352,568	3,355,000	3,536,629	170,939
Redevelopment Agency	2,972,315	911,037	992,040	2,891,312	738,939	828,008	2,802,243	728,939	838,668	2,692,514
330 Playground Camp	660,224	1,870,832	1,810,002	721,054	1,913,000	2,118,304	515,750	1,913,000	2,143,351	285,399
958 Hlth State Aid Realign Trust	995,829	3,739,205	4,742,169	1,222,884	4,034,530	5,068,240	189,174	4,034,530	5,138,405	(914,701)
Other Funds	3,236,676	4,382,141	3,444,099	4,174,718	3,883,647	3,868,272	4,138,818	1,860,241	1,971,462	3,990,500
<b>Revenue &amp; Expenditure Subtotals:</b>		360,282,551	357,018,595		374,198,340	379,801,055		352,815,402	373,278,761	
Berkeley Housing Authority		1,625,761	1,661,599	(35,838)	3,146,191	2,858,357	251,996	3,146,191	2,910,581	487,606
<b>Revenue &amp; Expenditures Total:</b>		361,908,312	358,680,194		377,344,531	382,659,412		355,961,593	376,189,342	

Notes: Most Funds with a negative "Available Balance" indicate a "receivable". For instance, a grant reimbursement is pending/in process. A plan to reduce the total amount and length of time these receivables remain outstanding is described in the Five Year Strategic Plan.

Negative "Available Balances" in the Bond Funds are a result of the requirement to have budget in order to encumber construction contracts. However, bonds are issued and the proceeds are deposited into these Funds in accordance with the project's "cash flow" needs.

## **DEBT LIMIT COMPUTATION (June 30, 2008)**

The City of Berkeley is a charter city and, as such, does not have a debt limit. However, if it were a general law city, its legal debt limit and debt limit margin would be the following:

Total FY 2008 assessed valuation (less other exemptions)	<u>\$11,161,856,000</u>
Debt limit (15% of assessed value)	1,674,278,000
Amount of debt applicable to the debt limit	<u>64,255,000</u>
Legal debt margin (if Berkeley were a general law city)	<u>\$1,610,023,000</u>

In addition, to the total general obligation bonds outstanding of \$64,255,000.00 as of June 30, 2008, the voters have authorized a general obligation measure of \$5,000,000 for the library branches), which has not been issued as of the date of this report.

### ***Effects of Existing Non-Tax-Supported Debt levels on Current and Future City Operations***

The City's existing debt levels are not expected to significantly impact current operations since the general obligation bonds are entirely tax-supported and the City has identifiable sources of debt repayment for its governmental revenue bonds and its enterprise lease revenue bonds and certificates of participation, as follows:

#### **Governmental Revenue Bonds**

Description	Principal Outstanding at June 30, 2008	Year of Final Maturity	Debt Service Due in FY 2010	Debt Service Due in FY 2011
WBIP Tax Allocation Refunding Bonds	\$5,705,000	2015	\$950,335	\$950,255
Theatre Facility and Park Land Acquisition Bonds	7,885,000	2029	637,858	637,538
Refunding Pension Obligation Bonds	3,830,000	2018	672,275	605,500
WBIP Subordinated Tax Allocation Bonds-BRA	1,000,000	2012	0.00	0.00
<b>Total Governmental Revenue Bonds</b>	<b>\$18,420,000</b>		<b>\$2,260,468</b>	<b>\$2,193,293</b>

- WBIP Tax Allocation Refunding Bonds: These bonds will not negatively impact current or future City operations since they are entirely supported by tax increment revenues.
- Theatre Facility and Park Land Acquisition Bonds: These bonds will not negatively

## **DEBT LIMIT COMPUTATION (June 30, 2008)**

impact current or future City operations since they have been supported by Capital Improvement Fund transfers since FY 2001. The bonds were issued to help address two City priorities: (1) Obtaining land to build playgrounds and (2) supporting the arts, through the construction of a new Berkeley Repertory Theatre.

- Refunding Pension Obligation Bonds: These bonds were issued to purchase a Guaranteed Investment Contract (GIC) and risk agreement that provides pension benefit payments to members of the Safety Members Pension Fund. These bonds won't negatively impact current or future City operations since the city has a legal obligation to pay the pension benefits. If the City had not incurred the liability to purchase the GIC, the City would have to use General Fund cash to fund the pension benefits. In addition, the income earned on the GIC (9.68%) is double the rates currently available in the market.

Also, it should be pointed out that on December 1, 2003, the City significantly reduced its non-tax-supported debt level by paying off \$20.5 million in 1996 Refunding Lease Revenue Bonds, in order to save the General Fund annual debt service subsidy payments of over \$1 million through FY 2015.

Enterprise Funds Lease Revenue Bonds and COP's

Description	Principal Outstanding at June 30, 2008	Year of Final Maturity	Debt Service Due in FY 2010	Debt Service Due in FY 2011
Garage Improvement Bonds	\$4,780,000	2022	\$450,180	\$451,243
Certificates of Participation for Acquisition of 1947 Center Street	27,410,000	2033	1,885,196	1,884,946
<b>Total Enterprise Funds Lease Revenue Bonds and COP's</b>	<b>\$32,190,000</b>		<b>\$2,335,376</b>	<b>\$2,336,189</b>

- Garage Improvement Bonds: These bonds won't negatively impact current or future City operations since they are entirely supported by fees from the parking garages and mall leases.
- Certificates of Participation for Acquisition of 1947 center street building: The purchase of this building was viewed as a prudent financial decision because it gave the City the opportunity to house several City departments that were leasing space. The elimination of these lease costs plus the lease income from other tenants in the building offsets the debt service costs on the COP's. In addition, the City is building equity in the building. For these reasons, these bonds won't negatively impact current or future City operations.

**City of Berkeley**  
**FY 2009 - FY 2011 Debt Service Details**

<b>Account Number</b>	<b>Account Description</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>Total</b>
723-9902-470-8210	Principal Payment	890,000	920,000	965,000	2,775,000
723-9902-470-8225	<u>Interest Payment</u>	561,570	526,333	488,134	1,576,036
	2002 GO Refunding Bond(Refunded Measure G Sr A & B)	1,451,570	1,446,333	1,453,134	4,351,036
725-9902-470-8210	Principal Payment	160,000	85,000	60,000	305,000
725-9902-470-8225	<u>Interest Payment</u>	179,568	169,443	165,818	514,829
	2007 A GO Refunding Bond(Refunded Measure G Sr C)	339,568	254,443	225,818	819,829
718-9902-470-8210	Principal Payment	1,775,000	1,725,000	1,535,000	5,035,000
718-9902-470-8225	<u>Interest Payment</u>	1,639,593	1,552,093	1,470,593	4,662,279
	2007B GO Refunding Bond(Refunded Measure S Sr A, B & C)	3,414,593	3,277,093	3,005,593	9,697,279
710-9902-470-8210	Principal Payment	565,000	510,000	470,000	1,545,000
710-9902-470-8225	<u>Interest Payment</u>	191,938	162,275	135,500	489,713
	1998 Pension Refunding Bonds	756,938	672,275	605,500	2,034,713
720-9902-470-8210	Principal Payment	210,000	215,000	225,000	650,000
720-9902-470-8225	<u>Interest Payment</u>	427,793	417,698	407,025	1,252,515
	99 Lease Rev Bonds(Park/Theatre)	637,793	632,698	632,025	1,902,515
721-9902-470-8210	Principal Payment	430,000	445,000	460,000	1,335,000
721-9902-470-8225	<u>Interest Payment</u>	330,381	315,061	298,311	943,754
	Measure Q(Mello Roos)	760,381	760,061	758,311	2,278,754
722-9902-470-8210	Principal Payment	30,000	30,000	30,000	90,000
722-9902-470-8225	<u>Interest Payment</u>	68,810	67,895	66,890	203,595
	2005 Thousand Oaks Hts Ltd. Obligation Improvement Bonds	98,810	97,895	96,890	293,595
010-9902-470-8210	Principal Payment	364,624	-	-	364,624
010-9902-470-8225	<u>Interest Payment</u>	22,497	-	-	22,497
		387,121			387,121
860-5703-410-8210	Principal Payment		362,015	13,973	375,989
860-5703-410-8225	<u>Interest Payment</u>		191,079	152,000	343,078
			553,094	165,973	719,067
010-5703-410-8210	Principal Payment		-	364,624	364,624
010-5703-410-8225	<u>Interest Payment</u>		-	22,497	22,497
	Fire Engine Lease	387,121	553,094	553,094	1,493,309
835-9902-470-8210	Principal Payment	270,000	275,000	285,000	830,000
835-9902-470-8225	<u>Interest Payment</u>	183,955	175,180	166,243	525,378
	Off-Street Parking Fund(2005 Series A Revenue Bonds)	453,955	450,180	451,243	1,355,378
715-9902-470-8210	Principal Payment	735,000	760,000	785,000	2,280,000
715-9902-470-8225	<u>Interest Payment</u>	213,855	190,335	165,255	569,445
	BRA - 2005 Refunding Tax Allocation Bonds	948,855	950,335	950,255	2,849,445
850-9902-470-8210	Principal Payment	655,000	675,000	695,000	2,025,000
850-9902-470-8225	<u>Interest Payment</u>	1,229,846	1,210,196	1,189,946	3,629,989
	2003 Certificates of Participation (1947 Center St Bldg Purchases)	1,884,846	1,885,196	1,884,946	5,654,989
825-5903-450-8210	Principal Payment	108,145	113,011	118,097	339,253
825-5903-450-8225	<u>Interest Payment</u>	52,568	47,702	42,616	142,886
	Notes Payable Harbor Construction # 4	160,713	160,713	160,713	482,139
301-9102-450-8210	Principal Payment	108,468	-	-	108,468
301-9102-450-8225	<u>Interest Payment</u>	2,924	-	-	2,924

**City of Berkeley**  
**FY 2009 - FY 2011 Debt Service Details**

<b>Account Number</b>	<b>Account Description</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>Total</b>
	Library Equipment Lease	111,391			111,391
048-9902-470-8210	Principal Payment	26,000	26,000	26,000	78,000
048-9902-470-8225	<u>Interest Payment</u>	18,990	18,037	17,001	54,027
	HUD 108 Loan - University Neighborhood Apartments	44,990	44,037	43,001	132,027
048-9902-470-8210	Principal Payment	133,000	142,000	151,000	426,000
048-9902-470-8225	<u>Interest Payment</u>	38,028	32,981	27,136	98,145
	BHA -- HUD 108 Loan	171,028	174,981	178,136	524,145
716-9902-470-8210	Principal Payment	15,000	16,000	17,000	48,000
716-9902-470-8225	<u>Interest Payment</u>	43,240	42,000	40,680	125,920
	Savo Island Debt Service	58,240	58,000	57,680	173,920
728-9902-470-8210	Principal Payment		30,895	32,980	63,875
728-9902-470-8225	<u>Interest Payment</u>		83,194	81,109	164,303
	Sustainable Financing Energy District		114,089	114,089	228,178
726-9902-470-8210	Principal Payment		-	135,000	135,000
726-9902-470-8225	<u>Interest Payment</u>		302,626	300,263	602,889
	Animal Shelter		302,626	435,263	737,889
714-9902-470-8210	Principal Payment				-
714-9902-470-8225	<u>Interest Payment</u>		422,706	503,888	926,594
	Measure FF - Branch Libraries		422,706	503,888	926,594
	<b>Total Principal</b>	6,475,236	6,329,922	6,368,674	19,173,832
	<b>Total Interest</b>	5,205,555	5,926,833	5,740,904	16,873,292
	<b>Total Debt Services</b>	11,581,981	11,319,438	10,959,448	48,540,697



**GANN APPROPRIATIONS LIMITATION**  
**Actual for FY 2009, Projected for FY 2010 and FY 2011**

Fiscal 2009 Gann Appropriation Limitation	\$139,804,641
Add: Fiscal Library Relief Tax	13,520,414
Emergency Medical Services Special Tax	2,274,380
Park Maintenance, City Trees and Landscaping Special Tax	8,502,545
Emergency Paratransit Tax	871,213
Disaster Fire Protection Tax	969,652
Total Gann Appropriations Limitation	<u>165,942,845</u>
Appropriation Subject to Gann Limitation	<u>142,348,662</u>
Excess of Limitation Over Appropriation	<u>\$23,594,183</u>
% Under Gann Limit-for FY 2009	<u>14.22%</u>
Projected Fiscal 2010 Gann Appropriation Limitation	\$141,228,971
Add: Fiscal Library Relief Tax	13,469,716
Emergency Medical Services Special Tax	2,263,244
Park Maintenance, City Trees and Landscaping Special Tax	8,493,508
Emergency Paratransit Tax	867,850
Disaster Fire Protection Tax	969,652
Fire Protection and Emergency Response and Preparedness	5,400,000
Total Projected Gann Appropriations Limitation	172,692,941
Projected Appropriation Subject to Gann Limitation	<u>148,601,765</u>
Projected Excess of Limitation Over Appropriation	<u>\$24,091,176</u>
Projected % Under Gann Limit-Projected for FY 2010	<u>13.95%</u>
Fiscal 2011 Gann Appropriation Limitation	\$145,465,840
Add: Fiscal Library Relief Tax	14,065,185
Emergency Medical Services Special Tax	2,366,038
Park Maintenance, City Trees and Landscaping Special Tax	8,845,197
Emergency Paratransit Tax	915,827
Disaster Fire Protection Tax	969,652
Fire Protection and Emergency Response and Preparedness	5,400,000
Total Projected Gann Appropriations Limitation	178,027,739
Projected Appropriation Subject to Gann Limitation	<u>152,542,308</u>
Projected Excess of Limitation Over Appropriation	<u>\$25,485,431</u>
Projected % Under Gann Limit-Projected for FY 2011	14.32%

## ANNUAL IMPACT OF CITY OF BERKELEY FEES TAXES ON HOMEOWNER

FY 2007 - FY 2013

(excludes other jurisdictions: School District, Peralta College, etc.)

Home average square feet = 1900 SF	ACTUAL			PROJECTION			
	2007	2008	2009	2010	2011	2012	2013
<b>Average Home Assessed Value</b>	\$318,284	\$330,500	\$337,110	\$343,852	\$350,729	\$357,744	\$364,899
Exemption:	-7,000	-7,000	-7,000	-7,000	-7,000	-7,000	-7,000
<b>Average Home Assessed Value (Net)</b>	<b>\$311,284</b>	<b>\$323,500</b>	<b>\$330,110</b>	<b>\$336,852</b>	<b>\$343,729</b>	<b>\$350,744</b>	<b>\$357,899</b>
Property Tax	\$3,113	\$3,235	\$3,301	\$3,369	\$3,437	\$3,507	\$3,579
Measure S - Civic Center (See Note) Seismic Improvements	109	94	89	84	81	83	85
Measure G - Fire (See Note) Seismic Improvements	54	52	46	45	46	47	48
Measure G - Fire (See Note)	0	0	0	0	0	0	0
Measure I - Animal Shelter	0	0	46	3	14	14	14
Measure FF - Library Seismic Seismic Improvements	0	0	0	37	38	39	40
Measure Q - Fire Equipment	24	24	24	24	24	24	24
Sanitary Sewer	238	245	245	245	245	252	252
Parks Tax	198	205	211	213	219	226	233
Emergency Disabled Services	20	21	22	22	22	23	24
Street Light Assessment District	21	21	21	21	21	21	21
Refuse Disposal	171	271	271	325	335	345	355
Library Tax	274	286	298	301	310	319	329
Paramedic Tax	53	55	56	57	58	60	62
Fire Protection/Emergency Response	0	0	0	116	78	80	82
Stormwater Program Fee	34	34	34	34	34	34	34
<b>TOTAL</b>	<b>\$4,307</b>	<b>\$4,540</b>	<b>\$4,664</b>	<b>\$4,896</b>	<b>\$4,963</b>	<b>\$5,075</b>	<b>\$5,182</b>

### GENERAL ASSUMPTIONS

Very low income households exemp: Sanitary Sewer Fee, Library, Paramedic, Parks, CFD-1, Fire Protection Taxes & Cleanstorm Fee

Basic 1% County Property Tax based on an average assessed value (City receives 32.5% of the 1%)

Sanitary Sewer: \$0 increase in FY 2010 & FY 2011, projected 3% increase thereafter

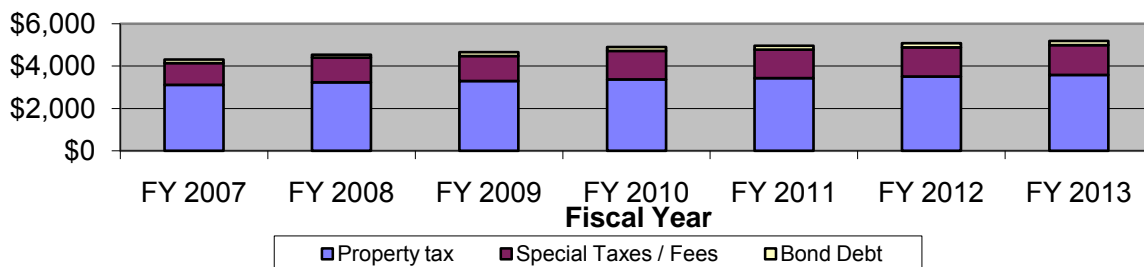
Parks & Paramedic Tax: 1% increase in FY 2010; projected annual 3% increase thereafter

Emergency Disabled & Library Tax: 1% increase in FY 2010 projected 3% thereafter

Fire Protection/Emergency Response Tax: 18 month tax in FY 2010; 12 month tax in FY 2011 with 0% increase, 3% there

Refuse Fees: \$0 increase in FY2007, FY 2008 & FY 2009; projected 20% increase in FY 2010 & 3% annual increase there

### Impact of City Taxes and Fees on Average Homeowner



## ***FIVE-YEAR FORECAST ASSUMPTIONS (ALL FUNDS)***

Completing a five-year forecast for key operating funds is a critical budgetary tool that provides a multi-year view of revenues and expenditures to help Council evaluate the impact of policy choices on the long-term fiscal health of the City. The General Fund and Other Funds sections of this book include detailed discussions of five-year forecasts for the General Fund and other key operating funds supported by special taxes, assessments and fees. A five-year forecasting model enables the Council to act more strategically and to understand the future impact of its decisions.

*For example, a decision to fund a recurring expenditure of \$100,000 a year may at first seem less costly than funding a one-time capital expenditure of \$200,000. But, over a five-year period, the recurring expenditure has a \$500,000 cost as opposed to the \$200,000 one-time capital expenditure.*

Given the State required restrictions on raising new revenues for all new or increased taxes (Proposition 218), it is particularly important to understand the long and short-term fiscal impact of policy decisions.

- ❑ What are the long-term fiscal consequences of employee pay and benefit policies?
- ❑ What are the long-term impacts of continuing to defer maintenance?
- ❑ Should the voters be asked to approve tax increases to support public safety, youth services, Street lighting and/or Clean Storm Water infrastructure improvements?

The five-year forecast also serves to identify potential future issues that require fiscal planning. Early planning for changes in baseline expenditures is critical to ensuring continued financial stability for the organization. Examples of such issues in the FY 2010 & FY 2011 Adopted Budget include:

- ❑ Increases in CalPERS retirement contribution rates
- ❑ Impacts from a weak economy and resultant revenue losses

A variety of assumptions and factors drive the forecast, such as labor costs, inflation, federal and state spending cuts, statewide initiatives, short-term tax shortfalls, and unforeseen emergencies. These assumptions impact revenue and expenditure projections and variations can cause wide swings in budget balancing strategies.

## **FIVE-YEAR FORECAST ASSUMPTIONS (ALL FUNDS)**

### **Inflation**

Inflation is an important factor, directly impacting City revenues and expenditures. Inflation-sensitive revenue, such as sales and business license taxes, make up a significant portion of the General Fund budget. Inflation in the Bay Area has increased on the average of 2.46% over the last five years.

### **CONSUMER PRICE INDEX**

*Change from previous year (April to April)*

<b>YEAR</b>	<b>% INCREASE</b>
2001	5.8
2002	2.1
2003	2.2
2004	0.5
2005	2.1
2006	3.2
2007	3.3
2008	2.9
2009	0.8
<b>5-Year Average</b>	<b>2.46</b>

<sup>1</sup> U.S. Department of Labor Consumer Price Index All Urban Consumer

Changes in funding for most special revenue funds include cost-of-living adjustments that are consistent with Bay Area inflation. The Personal Income Growth index (PIG) posted a .62% growth while the Consumer Price Index (CPI) increase was .8015%. These are very low growth numbers compared to previous years and this will result in revenues that will not keep pace with expenditure growth in the affected special revenue funds.

The established growth index for the Parks Tax and the Emergency Medical Services Tax (Paramedic Tax) is the April CPI. The Emergency Services for the Disabled Tax and the Library Tax growth is either the higher of the CPI or the PIG. The adopted budget reflects growth in FY 2010 for all of these special revenue funds based on the appropriate growth factor, and assumes a mild recovery in FY 2011 to a 1.5% growth level. No growth factor is recommended for the Measure GG Fire Services and Disaster Preparedness Tax over the two-year budget.

### **Population**

Based on data from the 2000 Census, population growth is essentially flat, as compared to the 1990 Census data, and represents a reduction in estimates provided by the State Department of Finance. Some revenues, such as Motor Vehicle In-Lieu, are based on population. To the extent that this revenue source is allocated based on proportionate statewide population, as the state population grows, the City's relative share of this revenue is projected to decrease over time.

### **Staffing Costs**

Salary and benefit costs make up approximately 77% of the citywide budget. Five-year forecasts include adjustments to cover the costs of negotiated compensation packages per the various labor contracts. Plan increases for this biennial budget include:

## ***FIVE-YEAR FORECAST ASSUMPTIONS (ALL FUNDS)***

- Civilian: 2.5% FY 2010 and 2.0% in FY 2011
- Fire: approximately 3% in FY 2010 and unknown in FY 2011 (pending outcome of labor negotiations)
- Police: an average of 3% in FY 2010 and an average of 3% in FY 2011

The City's projected revenue growth is not expected to keep up with increases in salaries and benefits – representing a structural deficit and the need for recurring expenditure reductions.

### **Medical & Dental Insurance**

The City funds medical benefits up to the Kaiser family rate. For those employees that chose Health Net as their provider, the employee pays the difference between the Kaiser and Health Net rate. The adopted budget for FY 2010 & FY 2011 reflects medical rate increases based on the Kaiser rate of

- Kaiser medical insurance at a 10% increase per calendar year.

Budgeted dental insurance rates reflect a 10% increase in FY 2010 and a 10% increase in FY 2011.

These rate increases and resultant costs have a significant impact on the City's budget. The City's total budget is projected to pay out \$17.38 million in health and dental insurance in FY 2010 and \$18.92 million in FY 2011. This represents an increase of around \$1 million per year.

### **Retiree Medical Insurance**

The City provides three separate retiree medical benefit programs:

- Retiree Health Premium Assistance Plan that covers non-sworn career benefited employees who retired after June 28, 1998.
- Berkeley Police Association's Retiree Medical benefit that was established June 28, 1989. Benefits are not paid until 5 years the employee retires.
- Berkeley Fire Fighters Association Retiree Medical benefit that began on July 1, 1997.

The City worked with outside benefit and tax counsel to design and establish separate trust agreements for funding the plans, and obtained Determination Letters from the Internal Revenue Service for the tax-qualified status of the plans. The City employs an actuarial firm to establish rates that pre-fund the benefit to ensure adequate assets are available to pay benefits in future years.

## **FIVE-YEAR FORECAST ASSUMPTIONS (ALL FUNDS)**

In August 2004, the Governmental Accounting Standards Board (GASB) issued Statement No. 45, Accounting and Financial Reporting for Employers for Post-employment Benefits other than Pensions (GASB 45 – OPEB). This new standard requires government employers to account for post employment benefits other than pensions during an employee's employment service with the City, instead of during retirement on a "pay-as-you-go" basis. The new Statement is effective for the fiscal year beginning after December 15, 2006 for governments with total annual revenues in excess of \$100 million. The City complies with this requirement.

In April 2007, the City received actuarial studies of all three plans as of June 30, 2006 and has calculated the required Annual Required Contribution (ARC), the Annual Other Post Employment Benefit (OPEB) Expenses and the Net OPEB obligation in accordance with GASB 45. The City's strategy for funding the retiree medical benefit is to fund based on a level percentage of payroll which varies generally between 1% and 2% of payroll. One of the effects of reducing staffing over the past several years has been a reduction in the number of active employees to fund the benefit. As a result of the actuarial analysis, staff will be consulting with Milliman to ensure we are using the right percentage of payroll to fund the benefits.

### **Retirement Plan Costs (CalPERS)**

Retirement rates continue to represent one of the most significant citywide budgetary pressures. The California Public Employees' Retirement System (CalPERS) is a defined benefit pension plan funded by a combination of employee contributions that are set by statute and employer contributions that fluctuate from year to year based on an annual actuarial valuation performed by CalPERS. An outside actuary reviews the City's rates each year and advises the City on the funded status of the plans and projects employer rates for future years.

The California Public Employee Retirement System (PERS) has sustained significant investment losses over the past two years. The depth of their losses will not be known for many months, and given the two-year lag in rate adjustments, rate impacts will not be felt until FY 2012. Last November, PERS warned that the effects of investment portfolio losses (-33% at that time) would result in rate increases of 2-6% of payroll. A 6 percent rate increase equates to about a \$3 million cost increase to the General Fund; about \$6 million for all funds. Our forecast currently reflects this level of increase.

Recently, staff met with the City's outside PERS actuary to discuss PERS rate assumptions. With portfolio losses now over 40%, our actuary forecasts the possibility of rate increases well beyond 6%. The losses sustained by PERS, coupled with the age of the City's retirement plan (primarily related to public safety) may result in significant increases to the forecasted General Fund deficit and other City funds – resulting in further reductions.

Rate smoothing has resulted in FY 2010 CalPERS rates slightly lower than the current rates for FY 2010 and FY 2011 based on the performance of the market prior to the downturn this past year. CalPERS has done this by calculating the actuarial value of assets by spreading market-value asset gains and losses over 15 years rather than three years, and calculating the employer rate as a rolling 30-year amortization. The budget plan recommends keeping PERS rates for the next two years at the slightly

## **FIVE-YEAR FORECAST ASSUMPTIONS (ALL FUNDS)**

higher FY 2009 rate levels and setting aside the savings (about \$1 million over two years) to prepare for projected rate increases in FY 2012. A proactive approach to the impending rate hike will help us address the budget impacts of a large PERS rate increase in FY 2012.

The contribution rates used in the development of the baseline budgets are illustrated in the below table. These rates do not include the City-paid Employee Rate of 8% for miscellaneous employees.

	<b>Adopted FY 2007</b>	<b>Adopted FY 2008</b>	<b>Adopted FY 2009</b>	<b>Adopted FY 2010</b>	<b>Adopted FY 2011</b>
Police (Sworn)	34.91%	35.77%	36.00%	36.00%	36.00%
Fire (Sworn)	25.79%	25.45%	25.33%	25.33%	25.33%
Civilian	15.59%	15.94%	16.29%	16.29%	16.29%

### **Supplemental Insurance Retirement Program (SRIP I) - Disability Costs**

The City also self-insured for SRIP I disability payments. SRIP I was closed to new participants on July 1, 1988 and there are only 58 active employees and 87 beneficiaries so future liability is limited. There are currently 81 former employees receiving disability benefits under this plan and benefits cease with the death of the former employee. This plan has no reserves and relies on annual contributions from the General Fund as well as other funds. An actuarial analysis has determined that there is a \$14 million unfunded liability. Five-year projections assume that costs will not exceed a 3.0% inflation projection.

### **Safety Members Pension Fund Subsidy from General Fund**

The City maintains the Safety Members Pension Fund (SMPF), which is a single-employer defined benefit pension plan for fire and police officers that retired before March 1973. The City pays the SMPF benefits on a pay-as-you-go basis. In February 1989, the City issued long-term debt (i.e., Certificates of Participation, which were refunded in 1998) to purchase an annuity contract from Massachusetts Mutual to help the City meet its pension obligation. This contract provides annual payments to the City through 2018. The City's General Fund pays the difference between the actual SMPF pension benefit payments and the annual annuity amount received from Massachusetts Mutual.

The Five-Year Forecast assumes significant reductions in Safety Members Pension Fund costs. For example, the total pension benefits are expected to decline from \$1,985,001 in FY 2006 (\$1,030,000 paid by the annuity and \$955,001 paid by the General Fund) to \$1,783,940 in FY 2008 (\$832,000 paid by the annuity and \$951,940 paid by the General Fund). As of June 30, 2008, there were 31 participants.

### **Workers' Compensation**

The City is 100% self-insured for Workers' Compensation. The FY 2010 and FY 2011 Adopted Budget includes significant funding for workers' compensation claims. The City has historically budgeted for workers' compensation on a pay-as-you go basis.

## **FIVE-YEAR FORECAST ASSUMPTIONS (ALL FUNDS)**

Worker's Compensation rates are calculated on live payroll by classification rate (as opposed to the less exact method of department average).

Based on the analysis contained in the most recent actuarial study, rates have been updated for FY 2010 and FY 2011, resulting in a total contribution of \$7.4 million FY 2008 and FY 2009. City claims and costs have trended downward over the last several years, resulting in reduced rates, while maintaining a reserve toward our unfunded liability. The most recent actuarial review of the workers' compensation program found that the net present value of unfunded workers' compensation liability had been reduced from \$20.5 million on June 30, 2005 to \$18.1 million on June 30, 2006 for a reduction of approximately \$2.4 million. FY 2009 rates are projected at the FY 2008 level.

### ***Workers' Compensation rates by Classification***

<b>Class Code</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008 &amp; FY 2009</b>	<b>FY 2010 &amp; FY 2011</b>	<b>Change</b>
7706 - Firefighter	10.60%	10.37%	8.68%	8.68%	<b>0.00%</b>
7720 - Police	12.11%	11.89%	8.46%	8.46%	<b>0.00%</b>
8810 - Office	2.42%	2.97%	2.21%	2.21%	<b>0.00%</b>
9410 - Field	14.07%	11.91%	8.32%	8.32%	<b>0.00%</b>
9420 - Laborer	23.09%	25.98%	17.43%	17.43%	<b>0.00%</b>
<b>Average</b>	<b>12.46%</b>	<b>12.62%</b>	<b>9.02%</b>	<b>9.02%</b>	<b>0.00%</b>

### ***Workers' Compensation rates by Department Average***

<b>Department</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008 &amp; FY 2009</b>	<b>FY 2010 &amp; FY 2011</b>	<b>Change</b>
Police	10.13%	9.52%	6.93%	6.93%	<b>0.00%</b>
Fire	9.75%	9.66%	8.21%	8.21%	<b>0.00%</b>
Public Works	14.58%	14.57%	12.37%	12.37%	<b>0.00%</b>
HHS	5.84%	5.74%	4.41%	4.41%	<b>0.00%</b>
Library	4.05%	4.16%	4.05%	4.05%	<b>0.00%</b>
All Other	5.20%	5.21%	3.84%	3.84%	<b>0.00%</b>
<b>Average</b>	<b>8.26%</b>	<b>8.14%</b>	<b>6.64%</b>	<b>6.64%</b>	<b>0.00%</b>

### **Legal and Liability Costs**

Claims in excess of \$350,000 are covered by the Bay Cities Liability pool, in which the City is one of 19 member jurisdictions. Due to a number of property-related claims, the City's pool premium will increase in FY 2010 by about 23% from \$1.2 million per year to \$1.42 million per year, as established through an annual actuarial analysis. The City is self-insured for liability claims below \$350,000, as well as certain labor-related claims. The City maintains a Catastrophic Loss Fund and a Public Liability Fund to deal with these types of costs. The Bay Cities insurance premium is funded primarily from the Catastrophic Loss Fund.

### **Debt Service Payments**

Debt Service payments are based upon agreed upon debt payment schedules for the General Obligation bonds and the Safety Members Pension Fund refunding bond. The City also annually issues Tax and Revenue Anticipation Notes, and repays the principal and interest one year later.



## ***FIVE-YEAR FORECAST ASSUMPTIONS (ALL FUNDS)***

### **External Factors**

External factors beyond local control will likely have a significant impact on the City over the next five years and require changes in the Five-Year Forecast.

### ***Local Economy***

General economic conditions in the region have a notable impact on the City's General Fund revenues; however, the City's economic tax base shields Berkeley from some of the large fluctuations in tax revenues seen in other communities. Overall, General Fund revenues are projected to grow at a nominal rate of 1%-4% per year over the five years. Loss of large employers, such as car dealerships, would have a significant negative impact.

### ***State Budget***

As the State struggles to close a growing budget deficit that requires an additional \$24 billion in balancing measures, the Legislature is considering deeper cuts to local government. These cuts will be in addition to the \$1.75 million in recurring direct cuts to Berkeley, primarily in the areas of public and mental health. Staff will continue monitoring the State budget situation and provide constant updates to Council as things change and new information becomes available.

### ***Federal Budget***

On February 17, 2009 President Obama signed into law the American Recovery and Reinvestment Act (ARRA) of 2009. The total cost of the national stimulus package is \$787 billion and various agencies are charged with distributing the funds. Many of those agencies have yet to issue guidelines for release of the funding, including application requirements, timelines, project types, reporting requirements, etc. City staff is reviewing information about the various sources of funding included in the bill and monitoring developments at these agencies in order to best take advantage of the funding as it becomes available. The Budget Message section of this book provides an outline of known City of Berkeley funding.

Considering all of the related funding sources for Community Agencies, including available unspent funding from FY 2009, the total funding allocation for this program is at the FY 2009 level.

On June 5, 2009, the City of Berkeley was informed that the Department of Housing and Urban Development (HUD) had modified the City's Community Development Block Grant (CDBG) entitlement funding amount. The entitlement amount is increased by \$5,689 from \$3,255,331 to \$3,261,020. The additional CDBG entitlement funding available will be placed into the City's Housing Trust Fund, increasing its CDBG allocation from \$188,780 to \$194,469. The City's Emergency Shelter Grant (ESG) and HOME entitlement amounts remain the same as adopted on May 5, 2009.

On June 11, 2009, the State of California Community Services and Development Department informed the City of an increase in the Community Services Block Grant (CSBG) award due to an increase in the CSBG program nationally. The calendar year 2009 award is increased by \$16,592, from \$243,054 to \$259,646. Currently, CSBG funds are used to support Building Opportunities for Self Sufficiency's Harrison House and Multi-Agency Service Center programs to address health and safety issues at these facilities.

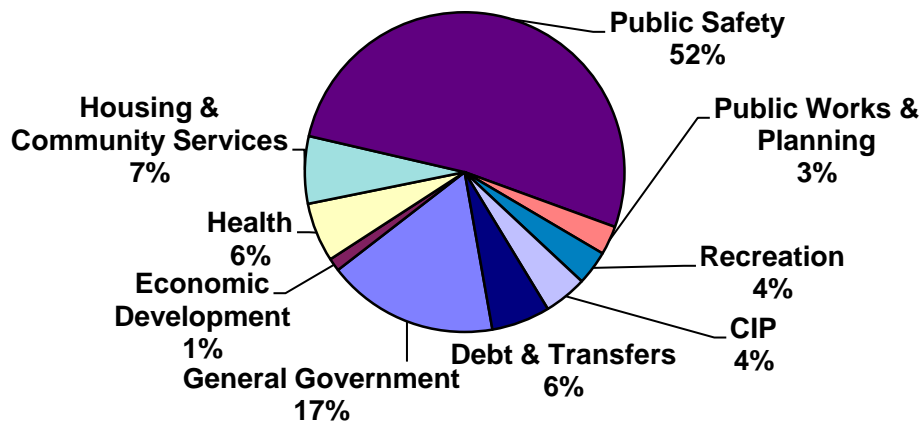
## Summary of Expenditures by Department - General Fund

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Mayor & Council	1,556,328	1,579,401	1,589,920	1,635,893	1,713,980
Auditor	1,636,764	1,638,097	1,792,982	1,939,109	1,999,911
Police Review Commission	416,477	501,880	551,384	531,544	545,042
City Manager	4,022,509	4,668,897	6,786,897	6,946,974	6,821,566
Office of Economic Development <sup>(2)</sup>	1,457,311	1,789,811	2,200,092	2,010,727	1,945,680
Information Technology	3,603,631	4,437,747	4,012,227	4,403,116	4,499,197
City Attorney	1,869,892	1,728,914	1,829,257	1,889,546	1,944,451
City Clerk	1,584,877	1,385,679	1,676,613	1,904,072	1,945,042
Finance	5,659,397	6,293,282	4,467,893	4,569,531	4,693,261
Human Resources	1,873,476	1,933,763	2,160,384	2,067,660	1,962,226
Health Services <sup>(2)</sup>	9,100,108	9,509,384	10,290,601	7,064,794	6,942,896
Police	44,943,268	47,162,837	49,368,800	51,594,389	53,647,031
Fire	21,721,168	24,456,485	24,371,324	25,274,756	25,529,606
Public Works	1,497,613	2,357,851	3,191,985	2,649,973	2,686,584
Parks, Recreation & Waterfront	4,709,623	6,111,535	5,878,756	5,239,702	5,187,196
Planning	938,357	1,248,016	1,803,934	1,710,145	1,682,483
Housing & Community Services <sup>(2)</sup>	1,950,075	1,916,245	1,517,486	5,150,153	5,142,900
Non-Departmental	25,239,574	24,954,262	24,296,263	21,617,956	23,055,789
Subtotal:	\$ 133,780,448	\$ 143,674,086	\$ 147,786,798	\$ 148,200,040	\$ 151,944,841
Berkeley Housing Authority <sup>(1)</sup>		351,543	548,359	300,000	
<b>Total General Fund</b>	<b>\$ 133,780,448</b>	<b>\$ 144,025,629</b>	<b>\$ 148,335,157</b>	<b>\$ 148,500,040</b>	<b>\$ 151,944,841</b>

(1) Berkeley Housing Authority has been separate entity since FY 2008.

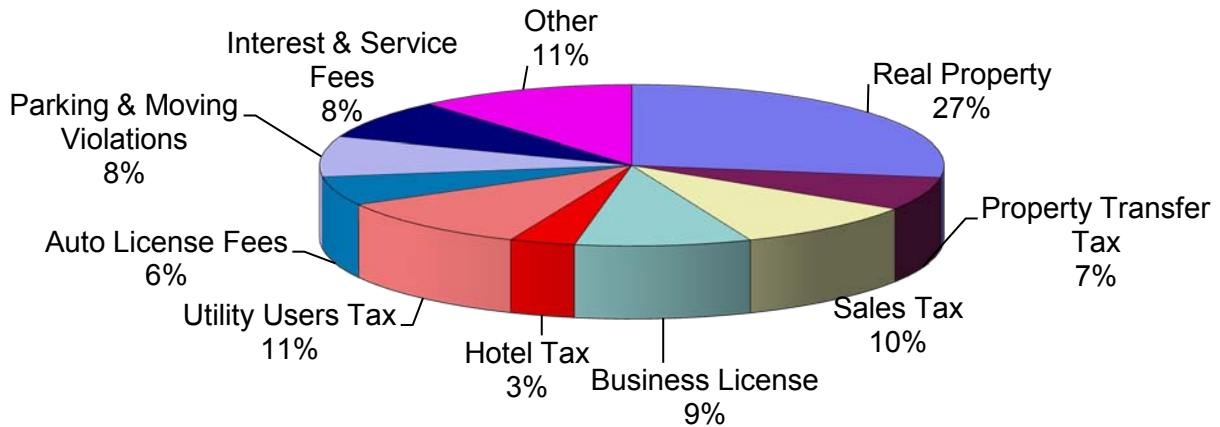
(2) Increase in Housing & Community Services and decrease in Health Services and Economic Development reflects transfer of Services, Adult Employment, and Youth Employment Programs to the Housing & Community Services Department.

### General Fund Expenditures by Service Area FY 2010 & FY 2011 Biennial Budget \$299,890,059



**FY 2010 AND FY 2011  
ADOPTED GENERAL FUND REVENUES  
SUMMARY**

	Actual Revenue FY 2007	Actual Revenue FY 2008	Actual Revenue FY 2009	Adopted Revenue FY 2010	Adopted Revenue FY 2011
Real Property	\$31,690,025	\$34,717,302	\$36,635,911	\$37,824,652	\$39,526,761
Property Transfer Tax	17,393,311	12,606,789	8,043,064	10,000,000	10,000,000
Unsecured Property	1,974,876	2,114,996	2,468,138	2,384,369	2,384,369
Sales Tax	14,164,590	14,785,208	14,237,320	14,416,706	14,705,040
Business License	11,024,467	13,562,752	13,388,382	13,518,529	13,780,791
Hotel Tax	3,260,586	3,578,183	3,711,655	4,960,105	5,183,309
Utility Users Tax	14,155,912	15,320,893	14,658,959	15,838,522	15,838,522
Auto. In-Lieu	7,748,232	8,015,303	8,396,886	8,544,383	8,886,159
Parking Fines	11,596,669	10,187,314	10,277,704	11,397,000	11,397,000
Moving Violations	519,643	405,306	491,365	600,000	600,000
Interest	5,282,959	5,524,148	4,550,515	5,200,000	5,200,000
Service Fees	5,589,831	6,113,871	6,790,887	6,681,137	6,789,287
<b>SUB-TOTAL</b>	<b>\$124,401,101</b>	<b>\$126,932,065</b>	<b>\$123,650,786</b>	<b>\$131,365,403</b>	<b>\$134,291,238</b>
Other Revenues	15,332,026	16,917,529	18,085,344	16,742,532	17,106,844
<b>TOTAL</b>	<b>\$139,733,127</b>	<b>\$143,849,594</b>	<b>\$141,736,130</b>	<b>\$148,107,935</b>	<b>\$151,398,082</b>



## **KEY GENERAL FUND REVENUES**

### **REAL PROPERTY TAXES**

Under the State Constitution, Real Property Taxes (Property Taxes) are applied to all taxable real and personal property (i.e., possessory interest, and other personal property considered to be permanently attached to the property), and are set at 1% of the assessed value. The Alameda County Assessor maintains property tax assessment rolls that account all property. Property Taxes are adjusted per the following:

- ❑ The assessed value of real property that has not changed ownership increases by the change in the California Consumer Price Index up to a maximum of 2% per year.
- ❑ Property that changes ownership; is substantially altered; is newly constructed; “state-assessed” rather than “local-assessed” property; and personal property (i.e., possessory interest, and other personal property considered to be permanently attached to the property), is assessed at the full market value in the first year, and subject to the 2% cap, thereafter.

In 1979, in order to mitigate the loss of Property Tax revenues after approval of Proposition 13, the State legislature approved AB 8. This action was approved to provide a permanent method for allocating the proceeds from the 1% property tax rate, by allocating revenues back to local governments based on their historic shares of property tax revenues. As part of the State’s 1993-94 budget, the AB 8 formula was altered requiring another ongoing shift in City Property Tax revenue to K-12 schools and community colleges (Education Revenue Augmentation Fund or ERAF).

Proposition 1A, enacted in November 2004, provides protection for local property taxes, sales taxes, and VLF revenues by prohibiting the State Legislature from taking any action that would:

- ❑ Reduce the local Bradley Burns Uniform sales and Use Tax rate or alter its allocation.
- ❑ Decrease VLF revenue from the 0.65% rate without providing replacement funding.
- ❑ Shift property taxes from cities, counties or special districts except under certain circumstances.

However, under Proposition 1A, the State was given the ability to “borrow” local revenues to be paid back within three years with interest. The State’s FY 2010 budget was passed on July 28, 2009, and one budget bill that passed (AB x414) suspends Proposition 1A and authorized the borrowing of \$1.9 billion in property tax funds from local governments and shifts them to supplemental revenue augmentation funds to be used for K-12 schools, courts, prisons, Medi-Cal, and hospitals. Berkeley’s share of that amount to be borrowed is approximately \$4.2 million. Another budget bill (AB x415) instructs county auditors to shift 8 percent of each local government’s share of property taxes to the Supplemental Revenue Augmentation Fund. The bill also requires the State to repay the borrowed funds by June 30, 2013, and contains language to allow local governments to securitize the loans made to the State (i.e., issue bonds collateralized by the loans to be repaid to cities by the state), and caps the interest that can be paid on the bonds at 8 percent. If a city participates in the securitization program, the State will pay the cost of their interest up to 8 percent. If a city decides not to securitize the loan, the State will pay the city an interest rate to be determined by the State Controller not to exceed 6 percent.

## KEY GENERAL FUND REVENUES

### REAL PROPERTY TAXES *cont.*

The City's Property Tax is collected by Alameda County. The City currently receives approximately 32.58% of the 1% countywide real property tax levied, and most of the revenue is received in December and April.

<b>Allocation Of County- Wide Property Tax</b>	<b>Agency/Jurisdiction Allocation</b>	<b>% Allocated</b>
	City of Berkeley	32.58
	County General Fund	14.77
	Schools	43.14
	Special Districts	9.51
	<b>Total 1% Countywide Tax Allocation</b>	<b>100.00</b>

### Analysis of Real Property Tax

Factors that affect the revenue generated by property taxes are:

- ❑ Changes in assessed values, which are caused by inflation adjustments up to 2%, construction activity, and sales of properties;
- ❑ Economic growth in the Bay Area; and
- ❑ The rate of collection.

### Changes in Taxable Assessed Values & Collection Rate

Description	2006	2007	2008	2009
Taxable Assessed Value (\$1,000)	\$9,385,034	\$10,259,371	\$11,041,792	\$11,798,116
\$ Change Assessed Value (\$1,000)	810,598	874,337	782,421	756,324
% Change Assessed Value	9.4%	9.3%	7.6%	6.9%
% Prop Tax Collected	97.8%	97.8%	95.4%	Not available

## **KEY GENERAL FUND REVENUES**

### **REAL PROPERTY TAXES cont.**

The growth in annual property tax revenues is generally close to the growth in annual assessed values. Differences between the two result primarily from reassessment refunds and changes in delinquency rates. Property tax revenues have grown from \$29.9 million in FY 2006 to \$36.6 million in FY 2009. For FY 2009, Real Property Tax revenue totaled \$36,635,911, which is \$1,918,609 or 5.5% more than the \$34,717,302 received in FY 2008. This is approximately \$400,000 less than the revenue that should have been generated, based on the 6.9% increase in assessed values for FY 2009, and is an indication that the county-wide delinquency rate increased in FY 2009.

#### **Forecast of Property Tax Revenue**

The revenue projection for Real Property Tax revenue is primarily based on the annual County Assessor's Office estimate of assessed values, which is provided before May 10<sup>th</sup> each year. The difference between the estimate in May and the actual certification in August is generally small. The FY 2010 Real Property Tax revenue is currently projected at \$37.8 million as the increase from ownership changes in calendar year 2008 was down sharply from 2007, and the County is proactively reassessing properties and granting Proposition 8 reductions in assessed values, whether requests are made or not.

The revenue projection for FY 2010 and FY 2011 is based on staff's tracking of increases in assessed value due to ownership changes, an estimate of Proposition 8 reassessments to be granted by the County, and an estimate for the delinquency rate. ( Currently, FY 2010 and FY 2011 Real Property Tax revenue is projected to increase by 3.2% and 4.5%, respectively). Staff updates these original Adopted Budget projections quarterly.

The revenue projection for FY 2010 also assumes that the Proposition 1A loan that the State is forcing the City to make to it will be securitized and the City will recoup the amount "borrowed" by the State from the proceeds of a bond issue. Staff believes that the bonds, secured by the State loans, will be issued and will replace the amount taken by the State. In the event that the bonds are not issued, the Real Property Tax revenue for FY 2010 will be at least \$4.2 million less than the amount currently projected.

<b>REAL PROPERTY TAX</b>	<b>Actual</b>					
	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>
<b>Total Collections</b>	\$29,880,100	\$31,690,025	\$34,717,302	\$36,635,911	\$37,824,652	\$39,526,761
<b>\$ Change</b>	\$2,411,210	\$1,809,925	\$3,027,277	\$1,918,609	\$1,188,741	\$1,702,109
<b>% Change</b>	8.8%	6.1%	9.6%	5.5%	3.2%	4.5%

## **KEY GENERAL FUND REVENUES**

### **SUPPLEMENTAL REAL PROPERTY TAXES**

Supplemental Taxes are the result of the reassessment of property as of the 1<sup>st</sup> day of the month following either an ownership change or completion of new construction. In most cases, this reassessment results in one or more supplemental tax bills being sent to the property owner during the year, in addition to the annual property tax bill.

The Assessor determines the new value of the property based on the current market, and then calculates the difference between the new value (set at the time of purchase or completion of new construction) and the old value (set on January 1<sup>st</sup> of the previous fiscal year). The result is the supplemental assessment value. Once the new assessed value of a property has been determined, the Assessor will send a notification of the amount to be assessed to the owner.

#### **Analysis of Supplemental Real Property Tax**

Factors that affect the revenue generated by Supplemental Taxes are the sales of real property and/or new construction in the City that occurs after the assessment lien date (of January 1<sup>st</sup>) until the end of the fiscal year (June 30<sup>th</sup>).

For FY 2009, Supplemental Tax revenue totaled \$1,109,577, which is a decrease of \$797,754 or 41.8% from the \$1,907,331 received in FY 2008. The FY 2009 total is \$890,423 less than the Adopted Budget amount of \$2 million, and the decline is due to a significant decrease in property sales, an increase in the county-wide delinquency rate, and a significant increase in Proposition 8 reassessments.

#### **Forecast of Supplemental Real Property Tax Revenue**

Supplemental Tax revenues are projected to recover in FY 2010 and FY 2011.

<b>SUPPLEMENTAL REAL PROPERTY</b>	<b>Actual Revenue</b>					
	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>
<b>Total Collections</b>	\$2,573,543	\$2,508,214	\$1,907,331	\$1,109,577	\$1,600,000	\$1,600,000
<b>\$ Change</b>	936,643	(65,329)	(600,883)	(797,754)	490,423	0
<b>% Change</b>	57.2%	-2.5%	-24.0%	-41.8%	44.2%	0%

## **KEY GENERAL FUND REVENUES**

### **PROPERTY TRANSFER TAXES**

The Property Transfer Tax (Transfer Tax) rate set by the City of Berkeley is 1.5% of the value of consideration paid for the documented sale of real property or any transfer of interest in real property. The tax is due when the documents of transfer are recorded with the County. Title companies collect the tax as part of the sale closing process, and remit the funds to Alameda County when sales or transfers are finalized. Penalties are imposed on delinquent payments, and interest is charged from the date of delinquency until paid. Alameda County remits the amounts due monthly, and the amounts are credited to the General Fund.

*Seismic Retrofit Rebate Program.* In Berkeley, a portion of Transfer Taxes are used to fund the City's Seismic Retrofit Rebate Program for residential housing built prior to 1989. Upon transfer of a qualifying residential property, the buyer may voluntarily choose to reserve up to 1/3 of the total Transfer Tax to perform voluntary seismic upgrades as specified by the City. Property owners have up to one year after the recording of the sale to complete the seismic work and file for the rebate. An extension for good cause may be requested in writing up to one year past the original deadline date, provided the request is made prior to the 1-year filing deadline.

#### **Analysis of Property Transfer Tax**

Because Property Transfer Tax is tied directly to all real property sales, it is a volatile revenue source, and difficult to predict more than one year at a time. Factors that affect the revenue generated by Transfer Taxes are the sale price of property and the frequency with which property is sold. These immediate factors are driven by the availability of mortgage loans, the level of long-term interest rates, the supply and demand for real estate in Berkeley, and general economic growth in the Bay Area. Currently, all of these factors are negative, and have resulted in sharply lower Property Transfer Tax revenues over the last two fiscal years.

For FY 2009, Property Transfer Tax revenue declined sharply to \$8.0 million, which is \$4.6 million less than the \$12.6 million received in FY 2008. This decline is due primarily to a \$368,839,560 or 40.8% decline in property sales in FY 2009 to \$536,045,520, from \$904,885,080 for FY 2008. During this period, the number of property sales declined by 187 or 20.6%, from 906 in FY 2008 to 719 in FY 2009. One factor that has significantly reduced the total property sales is that there were very few commercial property sales in Berkeley in FY 2009.

#### **Forecast of Transfer Tax Revenue**

Staff is currently projecting a 24.3% increase in Transfer Tax revenues in FY 2010 and flat revenue in FY 2011, as the Federal Reserve Board is trying to force mortgage rates down to 4.5%, and the government has instituted several plans to make mortgage funds available for potential homebuyers. It should be noted that the level of Transfer Tax revenue has dropped below the City's baseline of \$10.5 million. This was considered to be a level staff did not believe that Transfer Tax revenue would drop below, and any amounts above this baseline were considered to be non-recurring (one-time) revenue, available for one-time expenditure allocations only.



## KEY GENERAL FUND REVENUES

### TRANSFER TAXES *cont.*

<b>TRANSFER TAX REVENUE</b>	Actual Revenue					
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
<b>Total Collections</b>	\$14,358,730	\$16,361,564	\$12,606,789	\$8,043,064	\$10,000,000	\$10,000,000
<b>\$ Change</b>	702,221	2,002,834	(3,754,775)	(4,563,725)	1,956,936	0
<b>% Change</b>	5.1%	14.0%	(23.0%)	(36.2%)	24.3%	0%

## **KEY GENERAL FUND REVENUES**

### **VEHICLE IN-LIEU TAX / LICENSE FEES (VLF)**

Motor Vehicle In-Lieu Tax (VLF) is a tax imposed by the State on the ownership of a registered vehicle. VLF is collected by the State Department of Motor Vehicles (DMV) and more than 95% of these fees are divided equally between counties and cities, and their aggregate shares are distributed in proportion to the respective populations of the cities and counties. The State withholds less than 5% of these fees for the support of the Department of Motor Vehicles. Until 1998-99, the annual license fee was 2% of the market value of the vehicle as determined by the DMV. In 1998-99, the State reduced the license fees by 25%, but agreed to backfill local jurisdictions for this loss in revenue.

In 2004, the Governor lowered the annual VLF to 0.65%, from 2.0%. In the budget agreement between the Governor and cities and counties, the Governor agreed to backfill the 1.35% difference in VLF with property taxes from the Education Revenue Augmentation Fund (ERAF), in exchange for cities and counties taking cuts of \$350 million in FY 2005 and FY 2006. Berkeley's share of the cut was \$1.83 million in both FY 2005 and FY 2006. Beginning in FY 2006, this property tax in lieu of VLF will grow at the same rate as the change in gross assessed valuation of taxable property in the City from the prior year.

#### **Analysis of VLF**

Factors that have affected the revenue generated by VLF in the past include the sales of new vehicles in California, DMV administrative costs, and the proportion of Berkeley's population to the total for the State and County. Starting in FY 2006, the rate of growth in the assessed values of properties also impacted VLF revenues, as the amount of the VLF backfill paid increased by the change in gross assessed values of taxable properties.

For FY 2009, VLF revenue totaled \$8,396,887, which is \$381,584 or 4.8% more than the \$8,015,303 received for FY 2008. The actual amount for FY 2009 was lower than expected because of a sharp decline in vehicle sales and a significant increase in the administrative costs charged by DMV in some months, which caused cities and counties not to be paid or to be paid tiny amounts. The FY 2009 total is \$224,240 less than the adopted budget amount of \$8,621,127.

#### **Forecast of VLF Revenue**

VLF revenue projections are based on trend analysis, growth in assessed value and communications with the State Controller's Office staff about new vehicle sales and DMV administrative costs reported. Approximately 95% of VLF revenue is tied to the change in gross assessed values of taxable properties, which accounts for the growth reflected in the FY 2010 and FY 2011 despite various projections of lower vehicle sales.

<b>VLF</b>	<b>Actual Revenue</b>					
	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>
<b>Total Collections</b>	\$7,452,089	\$7,748,232	\$8,015,303	\$8,396,887	\$8,544,177	\$8,885,945
<b>State Reduction</b>	(1,826,108)	0	0	0	0	0
<b>Net VLF</b>	\$5,625,981	\$7,748,232	\$8,015,303	\$8,396,887	\$8,544,177	\$8,885,945

## **KEY GENERAL FUND REVENUES**

### **PERSONAL PROPERTY TAXES (Unsecured Property)**

Personal property tax is assessed at the rate of 1% of the market value on a business' personal property, such as office furniture, machinery and other equipment. The tax is billed and collected by Alameda County in a single installment due August 31<sup>st</sup>, and most of the amount due to the City is remitted in September and credited to the General Fund.

#### **Analysis of Personal Property Taxes**

Factors that affect the revenue generated by taxes on personal property are business capital expenditures growth, and the collection rate. The growth in annual personal property tax revenues should generally be close to the growth in annual assessed values, except for significant changes in collection rates. In addition, prior years' personal property levies collected in the current year and refunds are included in the total and can cause significant variances.

For FY 2009, revenue totaled \$2,468,138, which is \$353,142 or 16.7% more than the \$2,114,996 received for FY 2008. The FY 2009 Personal Property Taxes total of \$2,468,138 is \$297,062 more than the Adopted Budget amount of \$2,171,076.

**Trend Of  
Primary  
Variables**

Description	Changes in Taxable Assessed Values and Collection Rate			
	2006	2007	2008	2009
Assessed Value (\$1,000) *	\$574,137	\$592,922	\$606,725	\$ 671,874
\$ Change Assessed Value	2,581	18,785	13,803	65,149
% Change Assessed Value	.5%	3.3%	2.3%	10.7%
Property Taxes Levied	2,106,742	1,972,000	2,163,960	Not Available Yet
% Prop Tax Collected	95.8%	94.3	95.4	Not Available Yet

## **KEY GENERAL FUND REVENUES**

### **Forecast of Personal Property Tax Revenue**

Projections anticipate no growth from the level expected in FY 2009.

<b>PERSONAL PROPERTY TAX</b>	<b>Actual Revenue</b>			<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>
	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>			
<b>Total Collections</b>	\$2,040,353	\$1,974,876	\$2,114,996	\$2,468,138	\$2,424,784	\$2,424,784

## KEY GENERAL FUND REVENUES

### SALES TAXES

Sales Tax is an excise tax imposed on retailers for the privilege of selling or leasing tangible personal property. The Use Tax is an excise tax imposed for the storage, use, or other consumption of tangible personal property purchased from any retailer. The proceeds of sales and use taxes imposed within the boundaries of Berkeley are distributed by the State to various agencies, with the City of Berkeley receiving 1% of the amount collected. In March 2004, voters of California approved Proposition 57, the California Economic Recovery Bond Act. Legislative provisions implementing Proposition 57 provide for a swapping of ¼ cent to be used by the State to repay the bonds, effective July 1, 2004. The so called “triple flip” provisions consist of (a) a reduction of the Bradley Burns Local Sales and Use Tax rate by ¼% in tandem with a new ¼% state rate to fund fiscal recovery bond repayment; (b) repayment to cities and counties with additional local property tax previously allocated to local schools; and (c) repayment to local schools with State general funds.

Effective April 1, 2009, the State sales and use tax rate was increased by 1%, from 8.75% to 9.75%. This 1% tax rate increase will expire on either July 1, 2011.

The total sales tax rate for Alameda County is currently 9.75% and distributed as follows:

Agency	Distribution %
State of California	5.50%
State of California General Fund (effective April 1, 2009), expires in 2011 or 2012	1.00%
State Public Safety Fund (Proposition 172)	0.5%
<b>City of Berkeley (including .25% Triple Flip reimbursement)</b>	<b>1.0%</b>
Alameda County	0.25%
Alameda County Transportation Improvement Authority	0.5%
Alameda County Essential Health Care Services	0.5%
Alameda County BART	0.5%
<b>Total Sales Tax</b>	<b>9.75%</b>

**Distribution of Sales Tax Collected within Alameda County**

#### Analysis of Sales Tax

Factors that affect the revenue generated by Sales Tax include:

- ❑ Overall economic growth in the Bay Area and competition from neighboring cities;
- ❑ Growth rate of specific dominant commercial/industrial sectors in Berkeley;
- ❑ Berkeley’s business attraction/retention efforts, especially on retail establishments; and
- ❑ Catalog and Internet sales
- ❑ Success of the City’s Use Tax project

## **KEY GENERAL FUND REVENUES**

### **SALES TAXES cont.**

For FY 2009, Sales Tax revenue totaled \$14,237,319, which is \$547,889 or 3.7% less than the \$14,785,208 received in FY 2008, and \$681,020 less than the adopted budget amount of \$14,918,339. Included in the FY 2009 total is approximately \$250,000 in revenue from the City's Use Tax program. The FY 2009 decline was caused by the recession across the country that has resulted in a significant number of lost jobs and a significant slowdown in consumer and business spending. Economic categories with significant declines include: New car sales; Miscellaneous retail; building materials-retail; food markets; apparel stores; furniture/appliances; and recreation products.

#### **Forecast of Sales Tax Revenue**

Annual Sales Tax revenue is expected to increase 1.3% and 2.0%, respectively, in FY 2010 and FY 2011. Future revenue loss from relocation of car dealerships, if any, will require revised estimates and is not yet included in the forecast. Likewise, revenue gains from the expansion of the City's Use Tax program are not reflected in the forecast.

<b>SALES TAX</b>	<b>Actual Revenue</b>					
	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>
<b>Total Collections</b>	\$13,765,354	\$14,164,590	\$14,785,208	\$14,237,319	\$14,416,706	\$14,705,040
<b>\$ Change</b>	191,832	399,236	620,618	(547,889)	179,387	288,334
<b>% Change</b>	1.4%	2.9%	4.4%	3.7%	1.3%	2.0%

## **KEY GENERAL FUND REVENUES**

### **BUSINESS LICENSE TAX**

A tax receipt (colloquially called a “business license”) is issued each year upon payment of a Business License Tax (BLT), which is either a fixed amount or based on a varying percentage of the prior year’s gross receipts, depending on the type of business. The Business License must be renewed on January 1<sup>st</sup> each year, and the required tax is delinquent if paid after February 28<sup>th</sup>.

#### **Analysis of Business License Tax**

Factors that affect the BLT revenue are:

- ❑ Number of business renewals;
- ❑ Commercial and industrial growth rates;
- ❑ Attraction/loss of businesses;
- ❑ Economic growth in the Bay Area; and
- ❑ Results of Finance BLT collection activity; and the City Auditor’s and Finance Department audit programs.

For FY 2009, BLT revenue totaled \$13,388,579, which is \$174,289 or 1.3% less than the \$13,562,868 received in FY 2008. However, the FY 2008 total included approximately \$725,000 in one-time revenue generated from the correction of the miscoding of some BLT categories for FY 2007. The total of \$13,388,579 in BLT revenue for FY 2009 is \$427,170 more than the adopted budget amount of \$12,961,409.

#### **Forecast of Business License Tax Revenue**

The BLT revenues are expected to increase \$361,663 or 2.7% in FY 2010, and 1.9% in FY 2011 as a result of BLT projects performed by the Finance Department and the City Auditor’s Office.

<b>BUSINESS LICENSE TAX</b>	<b>Actual Revenue</b>					
	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>
<b>Total Collections</b>	\$11,102,149	\$11,024,927	\$13,562,868	\$13,388,579	\$13,750,242	\$14,017,791
<b>\$ Change</b>	475,431	(77,222)	2,537,941	(174,289)	361,663	267,549
<b>% Change</b>	4.5%	(.7%)	23.0%	(1.3%)	2.7%	1.9%
<b># of Licenses (calendar year)</b>	11,586	12,473	12,645	<b>11,840 YTD</b>		

## **KEY GENERAL FUND REVENUES**

### **UTILITY USERS TAX**

Utility Users Tax (UUT) has generally been a steady and reliable source of General Fund revenue for most governmental entities. In the City of Berkeley, UUT is generally the 2<sup>nd</sup> largest source of GF revenue, nearly 41% of which came from telecommunications and cable in FY 2008. Utility Users Tax is charged at the rate of 7.5% to all users of a given utility (electricity, gas, telephone, cable, and cellular), other than the corporation providing the utility (a utility company's consumption of all utilities used in the production or supply of their service is not taxed). The tax is not applicable to State, County, or City agencies, or to insurance companies and banks.

#### **Analysis of UUT**

Some factors that affect the revenue generated by UUT are:

- ❑ Consumption/use of gas, electricity, telecommunication services, cable, and cellular;
- ❑ Regulatory actions, including deregulation and re-regulation;
- ❑ PUC rate changes;
- ❑ Market forces;
- ❑ Evolution of technology; and
- ❑ Legislative actions at State and Federal levels

About 60% of UUT revenues are generated from gas and electric services:

Electricity. Electric rates are expected to remain stable with a steady increase over future years. A rate increase averaging 4% was granted by the PUC effective October 1, 2008 and another averaging 2% was granted effective January 1, 2009. In addition, electricity usage declined slightly in FY 2009.

Gas. Gas rates have been extremely volatile and that volatility is expected to continue. In the first half of FY 2009, gas prices rose sharply, and then declined sharply in the second half of FY 2009. In addition, gas usage declined in FY 2009. The sharp decline in gas rates and decline in gas usage more than offset an increase in electric rates and a slight decline in electric usage.

For FY 2009, UUT revenue totaled \$14,658,959, which is \$661,934 or 4.3% less than the \$15,320,893 received in FY 2008. The FY 2009 UUT revenue total is \$379,563 less than the adopted budget amount of \$15,038,522.



## KEY GENERAL FUND REVENUES

### UTILITY USERS TAX *cont.*

#### Forecast of UUT Revenues

UUT is expected to increase approximately 8% in FY 2010 and remain flat in FY 2011, due to a stabilization in natural gas prices, an increase in electricity rates of 2% on January 1, 2009, and continued growth in cable and cellular telephone categories. Projections are based on current trend analysis, rate changes and consultation with the City's Energy Officer.

<b>UUT</b>	Actual Revenue					
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
<b>Total Collections</b>	\$14,272,340	\$14,155,912	\$15,320,893	\$14,658,959	\$15,838,522	\$15,838,522
<b>\$ Change</b>	683,057	(116,428)	1,164,981	(661,934)	1,179,563	0
<b>% Change</b>	5.0%	(.8%)	8.2%	(4.3%)	8.0%	0%
<b>Cable</b>	978,214	1,067,679	1,142,606	1,163,770*	1,268,509	1,268,509
<b>Gas/Elec</b>	8,495,611	8,254,978	9,047,294	7,489,544	9,280,735	9,280,735
<b>Phone</b>	1,879,149	1,753,077	2,034,953	1,627,962*	1,650,000	1,650,000
<b>Cellular</b>	2,982,474	3,121,137	3,096,040	3,261,588*	3,639,278	3,639,278
<b>(MBIA Fee)</b>	(63,108)	(40,959)				

\*Actual details not available yet.

## **KEY GENERAL FUND REVENUES**

### **FRANCHISE FEES: CABLE - ELECTRIC - GAS**

Cable Franchise. Prior to the passage of State Bill AB2987, Federal and State laws allowed cities to grant franchises to cable companies to use the public right-of-way (PROW) to install and provide video service. The cable company, in turn, applied for a permit to install the video facilities. The permit also allowed for maintenance work once the installation was complete. Under the current franchise agreement, the cable company pays Berkeley an annual franchise fee of 5% of gross revenues, in quarterly installments. In addition, they support the Public Access Channel programming (B-TV). The cable franchise expires on November 12, 2007. The recently passed State Bill AB 2987 allows companies to apply for statewide cable television franchises, and the new bill maintains the City's 5% franchise fee. In addition to the 5% franchise fee, the bill allows the City to receive an additional fee of 1% of the gross revenue for Public, Educational and Government (PEG) purposes.

Electric & Gas Franchises. These franchise fees (ultimately paid by the consumer) are variable fees based on gross receipts for the sale of electricity or gas within the City, and is the greater of these two calculations:

1. Electric or Gas Franchise Ordinance: 2% of gross receipts attributable to miles of line operated; or
2. 1937 Act Computations: gross receipts within the City times 0.5%.

Electric/Gas franchise fees are paid annually to the General Fund. Electric and gas franchise payments are based on two methods of calculating gross receipts. The electric/gas company must complete both calculations, and the payment made is the greater amount. In addition, the PUC approved a franchise fee surcharge since PG&E no longer handles all energy service, and to prevent cities from losing franchise revenue generated by third parties. The surcharge is an estimate of the amount of revenues generated by third parties multiplied by the franchise fee rate.

#### **Analysis of Franchise Fees**

As indicated in the revenue table below, total Franchise Fee revenues have had decent growth. Over the last several years, Cable had double-digit growth in revenues, while gas and electric had flat revenues, with an upward bias.

For FY 2009, Franchise Fee revenue totaled \$1,848,246, which is \$116,698 or 6.7% more than the \$1,731,548 received for FY 2008. The Franchise Fee revenue total for FY 2009 is \$82,067 more than the adopted budget amount of \$1,766,179.

## **KEY GENERAL FUND REVENUES**

### **FRANCHISE FEES: CABLE - ELECTRIC – GAS cont.**

**Forecast of Franchise Fee Revenue**

State Bill AB 2987 continues local fees at their current rate. Consequently, Franchise Fee revenues are projected to increase by an annual rate of approximately 6.3% in FY 2010 and 2.0% in FY 2011 overall, with flat growth for Gas and Electricity and growth in Cable of 11% and 4% in FY 2010 and FY 2011, respectively.

<b>FRANCHISE FEES</b>	<b>Actual Revenue</b>					
	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>
<b>Total Collections</b>	\$1,532,000	\$1,685,798	\$1,731,548	\$1,848,246	\$1,965,509	\$2,004,820
Cable	716,972	766,865	822,341	878,851	976,725	1,016,036
Electric	393,667	463,436	468,010	482,236	491,881	491,881
Gas	421,361	455,497	441,197	487,160	496,903	496,903

## **KEY GENERAL FUND REVENUES**

### **TRANSIENT OCCUPANCY TAXES**

Transient Occupancy Tax (TOT) is assessed at the rate of 12% on the room charge for rental of transient lodging when the period of occupancy is 30 days or less. This is sometimes referred to as “hotel tax.” Hotel guests pay the 12% tax.

#### **Analysis of TOT**

Factors that affect the revenue generated by TOT are: the number of hotel rooms available for occupancy; their level of occupancy; and the average room rates charged. The number of occupied rooms was severely impacted by the events of September 11, 2001, and is just now rebounding. Obviously, economic downturns that impact personal or business discretionary cash also restrict travel, and thus reduce the number of occupied rooms in a particular economic cycle. At the same time, good economic times that support renovation and facility upgrades remove rooms from inventory, and have a short-term impact as well.

For FY 2009, TOT revenue totaled \$3,711,655, which is \$133,472 or 3.7% more than the \$3,578,183 received for FY 2008. The FY 2009 total includes \$78,144 in one-time revenue and \$174,179 in recurring revenue, which resulted from Finance Department audits of the hotels.

#### **Forecast of TOT Revenue**

The Adopted Budget TOT revenue forecast is based on projections for the 9 largest hotels (TOT = number of rooms times hotel’s estimate of occupancy rate times average room rate). Revenues are currently projected to increase at a rate of 28% in FY 2010, as a major hotel comes back on line after extensive renovations and expansion of their facility.

<b>TOT</b>	<b>Actual Revenue</b>					
	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>
<b>Total Collections</b>	\$2,962,908	\$3,260,586	\$3,578,183	\$3,711,655	\$4,751,105	\$4,964,905
<b>\$ Change</b>	343,135	297,678	317,597	421,917	1,039,450	213,800
<b>% Change</b>	13.1%	10.0%	9.7%	11.8%	28.0%	4.5%

# **KEY GENERAL FUND REVENUES**

## **INTEREST INCOME**

The City employs a strict cash management program to ensure that all available funds are invested to earn the maximum yield consistent with safety and liquidity. Invested money is pooled and each of the funds receives interest income based on its share of monthly net cash balances. Short-term securities are purchased at a discount (the interest income earned by the City is the difference between the price paid by the City and the par value of the bonds). Long-term securities purchased by the City pay an interest coupon (generally semi-annually). Interest is allocated from the General Fund each month to other designated City funds, based on their net cash balances.

### **Analysis of Interest Income**

For FY 2009, Interest Income totaled \$4,546,062, which is \$978,086 or 17.7% less than the \$5,524,148 received in FY 2008. Staff expected Interest Income to decline, as the Federal Reserve Board (the Fed) had signaled its intentions to sharply reduce short-term interest rates. However, staff did not expect the Fed to lower short-term rates to a level of 0% to .25%, and keep them there. As a result, Interest Income on the short-term portion of the City's portfolio was much less than expected, and was only partially offset by the Interest Income earned on the long-term portion of the portfolio.

### **Forecast of Interest Income**

Interest Income projections are made by taking the existing investments and multiplying by the effective yield, and adding the calculation for estimated interest income on future investments (estimate of amounts to be invested in the various maturities, times the estimate of the applicable interest rate). The current interest rate environment is an extremely difficult one to invest in, and will cause many cities' interest income to be cut in half, or worse. However, Interest Income for Berkeley should rebound in FY 2010 and FY 2011 for two reasons: (1) the City Council adopted investment policies that allow Staff the flexibility to quickly react to dramatic changes in the market, and (2) Staff was able to react to the dramatic changes made by the Fed, by locking in yields on medium-term investments that are more than twice the yields currently available in the market. The sharp decline in interest rates has resulted in an increase of \$5 million in the market value of medium-term investments held by the City.

<b>INTEREST INCOME</b>	<b>Actual Revenue</b>			<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>
	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>			
<b>Total Collections</b>	\$3,842,396	\$5,316,559	\$5,524,148	\$4,546,062	\$5,200,000	\$5,200,000

## **KEY GENERAL FUND REVENUES**

### **PARKING FINES**

AB 408 decriminalized parking violations, changing punishment from a criminal penalty to a civil liability. In doing so, it substituted a system of citations and civil penalties, to be adjudicated by an administrative structure within the city or other agency rather than the court system. This structure was intended to allow cities more control and efficiency in the administration of parking fines. To the extent possible, issuing agencies within the same county standardize their parking penalties.

#### **Analysis of Parking Fines**

Factors that affect the revenue generated by Parking Fines include:

- ❑ Amounts established for payment of parking tickets and related charges
- ❑ Number of parking enforcement FTE writing tickets & number of tickets written per FTE
- ❑ Number of working parking meters
- ❑ Council desire for leniency on meter tickets
- ❑ Level of community service participation
- ❑ Collections using a professional collections agency and also registration holds with DMV and/or liens with the Franchise Tax Board

For FY 2009, Parking Fines revenue totaled \$10,265,628, which is \$78,314 or .8% more than the \$10,187,314 received in FY 2008. Last summer, in an action that was not immediately apparent to California cities, the State Legislature enacted SB 1407, effective January 1, 2009. This legislation created the Immediate and Critical Needs Account (ISNA) of the State Court Facilities Construction Fund, increased a range of uniform fees for filing documents in civil proceedings, including violations of the Vehicle Code, and authorized the Judicial Council to conduct audits of the collection of fees. Among the fees is an increase in the amount of money cities are required to remit as the State Court Construction Penalty for every parking offense with a penalty or fine, from \$1.50 to \$4.50. On March 24, 2009, the City Council adopted a Resolution increasing parking citation fines by \$5 per citation to offset the effects of the increase in the court construction fees enacted by the State.

## **KEY GENERAL FUND REVENUES**

### **PARKING FINES cont.**

#### **Forecast of Parking Fine Revenue**

Revenue projections are based on: an estimate of valid tickets issued times the average ticket price times the collection rate (including use of a collection agency, registration holds with DMV and/or liens with the Franchise Tax Board) minus Jail Construction Fund payments.

<b>PARKING FINE REVENUE</b>	<b>Actual Revenue</b>					
	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>
<b>Total Net* Collections</b>	\$9,004,505	\$11,860,190	\$10,187,314	\$10,265,628	\$10,600,000	\$10,600,00
<b>\$ Change</b>	744,647	2,855,685	(1,672,876)	78,314	334,372	0
<b>% Change</b>	9.0%	31.7%	(14.1%)	.8%	3.3%	0%
<b>Parking Citations</b>	270,425	313,597	296,440			

## **KEY GENERAL FUND REVENUES**

### **AMBULANCE FEES**

By agreement with Alameda County, the City of Berkeley is the exclusive provider of all emergency ground ambulance service within the City limits. The contract began in July 1, 1999 and was extended in FY 2006 to October 31, 2007. The specific ambulance fee depends on the type of service delivered. Clients and clients' insurance companies are billed monthly by an outside agency (ADPI) that also maintains the City's accounts receivable subsidiary records. The Fire Department receives the remitted amounts and the revenues are credited to the General Fund.

#### **Analysis of Ambulance Fees**

Over the last 5 years, Ambulance Fee billings and collections increased each year, primarily as a result of fee increases. During this time, the City's customer mix has changed, and new Federal legislation affecting the sharing of medical information has been implemented (HIPPA). Billed revenue is expected to slowly decrease because Medicare reimbursement is steadily declining. Due to the Balanced Budget Act of 1997, Medicare administration implemented an ambulance fee schedule beginning in April 2002 to decrease the Medicare reimbursement. In 2005, Medicare administration extended the transition through the year 2010, which means Medicare reimbursement will continue to decrease, but at a slower rate. In November 2007, the City Council approved an increase in ambulance user fees to match the ambulance transport provider fees approved by the Alameda County Board of Supervisors. In addition, in December 2008 the City Council approved a 2% fee increase.

For FY 2009, Ambulance Fee revenue totaled \$3,421,832, which is \$441,611 or 14.8% more than the \$2,980,221 received in FY 2008. This increase in revenue is primarily due to the 2% fee increase adopted by Council in December 2008 and improved collection efforts. The FY 2009 Ambulance Fee revenue of \$3,421,832 exceeds the FY 2009 Adopted Budget amount of \$2,912,000 by \$509,832.

#### **Forecast of Ambulance Fee Revenue**

Projections are based on trend analysis and discussions with Fire Department staff for estimates of each type of service, and the total collections rate. The revenue is projected to increase by 5.4% in FY 2010 and 3% in FY 2011.

<b>AMBULANCE FEES</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2011</b>
<b>Total Collections</b>	\$2,460,531	\$2,562,386	\$2,980,221	\$3,421,832	\$3,605,000	\$3,713,150
<b>\$ Change</b>	101,448	101,855	417,835	441,611	183,168	108,150
<b>% Change</b>	4.3%	4.1%	16.3%	14.8%	5.4%	3.0%



# **FIVE YEAR FORECAST: OTHER OPERATING FUNDS**

## **INTRODUCTION**

This section contains five-year financial forecasts for eleven of the City's key operating funds. These funds can be described in these broad categories:

### **SPECIAL REVENUE/GRANT FUNDS**

Special Revenue/Grant funds are revenue sources legally restricted to a specific purpose, service or program and include tax-based revenues.

- ❑ Parks Tax Fund
- ❑ Library Tax Fund
- ❑ Paramedic Tax Fund

### **SPECIAL ASSESSMENT FUNDS**

Special Assessment Funds account for revenues and expenditures related to the financing of public improvements or services.

- ❑ Clean Storm Water Fund
- ❑ Streetlight Assessment District Fund
- ❑ Measure B Fund

### **ENTERPRISE FUNDS**

Enterprise funds are used to support the expenditures of a specific service or program and revenue is derived through the collection of the fees associated with providing the service/program.

- ❑ Permit Service Center
- ❑ Sanitary Sewer Fund
- ❑ Refuse Fund
- ❑ Parking Meter Fund
- ❑ Marina Enterprise Fund

A number of these funds face funding shortfalls, partially as a result of statutory "caps" on fund revenues. Nonetheless, expenditures within these funds are projected to increase as a result of many of the same factors that impact the General Fund (e.g., salary cost-of-living increases, health benefit costs and retirement costs). Specifically, the Clean Storm Water Fund and the Streetlight Assessment Fund have had revenues essentially frozen since the passage of Proposition 218. The City has no discretion in increasing revenues in these funds without voter-approval.

In addition, several "special tax" revenue funds are limited in terms of revenue growth to the rate of inflation (i.e. Bay Area Consumer Price Index (CPI)). Given the current rate of inflation, revenue increases in the Paramedic Tax and Parks Tax funds are set at 0.8015% for FY 2010 and 3.0% for FY 2011. The Library Tax and Emergency Medical Services Tax are tied to the higher of the CPI or Personal Income Growth (PIG). The PIG was set at 0.62% for FY 2010.

## FIVE YEAR FORECAST: OTHER OPERATING FUNDS

### PARKS TAX FUND

This is a special tax charged to Berkeley property owners on a square foot basis and is used to fund the maintenance of parks, city trees, and landscaping in the City of Berkeley. Berkeley voters approved the tax in May 1997 to replace the Landscape Assessment District. The tax rate was initially set by the voters and adjusted annually based on the Consumer Price Index (CPI). This special tax is collected through the annual property tax bills.

#### Analysis

As it stands right now, the fund balance remains healthy through FY 2011. The FY 2010 & FY 2011 Adopted Budget adds \$102,000 in new expenditures for administrative staffing needs. Available fund balance is being reduced by the annual shortfall.

#### Fund Forecast

	FY 2009 Actual	FY 2010 Adopted	FY 2010 Projected	FY 2011 Adopted	FY 2011 Projected
<b>Beginning Balance</b>	<b>2,384,207</b>	<b>2,813,027</b>	<b>2,813,027</b>	<b>1,482,874</b>	<b>1,345,324</b>
<b>Revenues</b>	<b>8,931,354</b>	<b>8,577,961</b>	<b>8,712,626</b>	<b>8,832,767</b>	<b>8,835,372</b>
Parks Tax	8,583,427	8,493,507	8,633,550	8,748,313	8,763,053
Other Revenue	347,927	84,454	79,076	84,454	72,319
<b>Expenditures</b>	<b>8,502,534</b>	<b>9,908,114</b>	<b>10,180,329</b>	<b>9,505,816</b>	<b>9,505,816</b>
Personnel	6,471,058	6,910,063	6,910,063	7,101,895	7,101,895
Non-Personnel	1,986,503	2,150,864	2,557,681	2,156,734	2,156,734
Capital Improvement	44,973	847,187	712,585	247,187	247,187
<b>Annual Surplus/Shortfall</b>	<b>428,820</b>	<b>-1,330,153</b>	<b>-1,467,703</b>	<b>-673,049</b>	<b>-670,444</b>
<b>Ending Balance</b>	<b>2,813,027</b>	<b>1,482,874</b>	<b>1,345,324</b>	<b>809,825</b>	<b>674,880</b>

#### Revenue Assumptions

- Annual tax rate increases are tied to Bay Area CPI Index only
- FY 2010 tax set at .8015% increase
- FY 2011 Adopted Parks Tax assumed 3% increase but FY 2011 Projected Parks Tax assumes only 1.5% increase

#### Expenditures Assumptions

- FY 2010 and FY 2011 includes approved total compensation increases for personnel per labor contracts

## FIVE YEAR FORECAST: OTHER OPERATING FUNDS

### LIBRARY TAX FUND

The Library Tax Fund provides funding for the Berkeley Public Library system. The primary source of revenue in the fund is the Library Tax, which was originally established in 1980 and reauthorized in 1988. The City Council sets the tax rate annually through an ordinance and the tax rate is indexed to the greater of either the Bay Area Consumer Price Index or the per capita Personal Income Growth in California. Revenue is based on a square footage calculation and is collected through the property tax bill. Additional revenue to this fund includes the collection of library fees.

#### Fund Forecast

	FY 2009 Actual	FY 2010 Adopted	FY 2010 Projected	FY 2011 Adopted	FY 2011 Projected
<b>Beginning Balance</b>	<b>807,072</b>	<b>1,102,147</b>	<b>1,102,147</b>	<b>741,215</b>	<b>871,518</b>
<b>Revenues</b>	<b>13,957,027</b>	<b>13,732,216</b>	<b>13,973,186</b>	<b>14,136,308</b>	<b>14,178,846</b>
Library Tax	13,651,761	13,469,716	13,710,686	13,873,808	13,916,346
Other Revenue	305,266	262,500	262,500	262,500	262,500
<b>Expenditures</b>	<b>13,661,952</b>	<b>14,093,148</b>	<b>14,203,815</b>	<b>14,421,028</b>	<b>14,421,028</b>
Personnel	11,253,950	11,534,746	11,542,158	11,857,585	11,857,585
Non-Personnel	1,459,515	1,722,281	1,822,372	1,727,322	1,727,322
Library Materials	819,881	816,121	819,285	816,121	816,121
Capital Improvements	17,214	20,000	20,000	20,000	20,000
Debt Service	111,392				
<b>Annual Surplus/Shortfall</b>	<b>295,075</b>	<b>-360,932</b>	<b>-230,629</b>	<b>-284,720</b>	<b>-242,182</b>
<b>Ending Balance</b>	<b>1,102,147</b>	<b>741,215</b>	<b>871,518</b>	<b>456,495</b>	<b>629,337</b>

#### Revenue Assumptions

- FY 2010 Library Tax increase set at .8015% increase in Bay Area CPI.
- FY 2011 Adopted Library Tax assumes 3% increase but FY 2011 Projected Library Tax assumes only 1.5% increase

#### Expenditures Assumptions

- FY 2010 and FY 2011 includes approved total compensation increases for personnel per labor contracts

**This is a “working” projection and staff will continue to review and analyze the Library Fund forecast to ensure accuracy.**

## **FIVE YEAR FORECAST: OTHER OPERATING FUNDS**

### **PARAMEDIC TAX FUND**

The Paramedic Tax generates around \$2.1 million per year to support the City's Paramedic and Emergency Medical Response services for Berkeley residents. Revenues are collected through a square footage tax on property owners. The tax rate can only be adjusted annually based on the Consumer Price Index (CPI) in the immediate San Francisco Bay Area.

#### **Analysis**

Due to the revenue increases being capped by CPI increases and expenditures growing at a higher rate, this fund has experienced significant deficits in the past fiscal years. A General Fund subsidy has been provided to help the deficit but the subsidy amount was not quite sufficient to address the shortfall. In future years, the increased subsidy from the General Fund is maintained to keep the fund balanced.

#### **Fund Forecast**

	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Projected</b>	<b>FY 2011 Adopted</b>	<b>FY 2011 Projected</b>
<b>Beginning Balance</b>	<b>259,504</b>	<b>-261,500</b>	<b>-261,500</b>	<b>-383,671</b>	<b>-208,031</b>
<b>Revenues</b>	<b>2,991,029</b>	<b>2,753,430</b>	<b>2,790,761</b>	<b>2,857,809</b>	<b>2,945,323</b>
Paramedic Tax	2,291,029	2,263,244	2,300,575	2,331,141	2,335,084
General Fund Subsidy	700,000	490,186	490,186	526,668	610,239
<b>Expenditures</b>	<b>3,512,033</b>	<b>2,875,601</b>	<b>2,737,292</b>	<b>2,892,705</b>	<b>2,737,292</b>
Personnel	3,105,724	2,454,073	2,315,764	2,471,177	2,315,764
Non-Personnel	406,309	421,528	421,528	421,528	421,528
<b>Annual Surplus/Shortfall</b>	<b>-521,004</b>	<b>-122,171</b>	<b>53,469</b>	<b>-34,896</b>	<b>208,031</b>
<b>Ending Balance</b>	<b>-261,500</b>	<b>-383,671</b>	<b>-208,031</b>	<b>-418,567</b>	<b>0</b>

#### **Revenue Assumptions**

- FY 2010 tax increase set at 0.8015%
- FY 2011 Adopted Paramedic Tax assumes 3% increase but FY 2011 Projected Paramedic Tax assumes only 1.5% increase
- General Fund subsidy reduced in FY 2010 but will have to be increased to balance fund in FY 2011

#### **Expenditures Assumptions**

- FY 2010 personnel includes approved total compensation increases per labor contract
- FY 2011 Adopted Personnel budgeted no increase in total compensation
- FY 2010 & FY 2011 Projected Personnel assumes all OT expenses charged to Measure GG Tax Fund
- FY 2011 Projected Personnel assumes no total compensation increase

## **FIVE YEAR FORECAST: OTHER OPERATING FUNDS**

### **CLEAN STORM WATER FUND**

The Clean Storm Water fund provides the funding for the maintenance and improvement of the City's storm water drainage system to reduce the pollutants in storm water from entering local creeks and the Bay. Revenue to this fund is from the collection of fees charged to every owner of real property in the city of Berkeley and is collected through property taxes.

#### **Analysis**

Clean Storm Water Fund revenues are fee-supported and are capped at 1996 levels by Proposition 218. Without a fee increase, which can only be implemented through a 2/3 approval vote of Berkeley citizens, revenues remain flat and the fund is only able to support basic storm drain maintenance - with no capital storm drain program allocations. \$1 million per year in capital funding is required to address the decaying infrastructure needs of the City's storm drain system.

#### **Fund Forecast**

	<b>FY 2009</b>	<b>FY2010</b>	<b>FY 2010</b>	<b>FY2011</b>	<b>FY 2011</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projected</b>
<b>Beginning Balance</b>	<b>917,927</b>	<b>648,280</b>	<b>648,280</b>	<b>-110,464</b>	<b>-121,342</b>
<b>Revenues</b>	<b>2,366,786</b>	<b>2,234,376</b>	<b>2,234,376</b>	<b>2,220,252</b>	<b>2,220,252</b>
Program revenues	2,348,071	2,015,831	2,015,831	1,995,150	1,995,150
UC In-Lieu Payment		218,545	218,545	225,102	225,102
Interest	18,715				
<b>Expenditures</b>	<b>2,636,433</b>	<b>2,993,120</b>	<b>3,003,998</b>	<b>3,064,656</b>	<b>3,064,656</b>
Personnel	1,647,206	1,906,843	1,906,843	1,970,962	1,970,962
Non-Personnel	727,812	886,277	897,155	893,694	893,694
Capital Expenditure	261,415	200,000	200,000	200,000	200,000
<b>Annual Surplus/Shortfall</b>	<b>-269,647</b>	<b>-758,744</b>	<b>-769,622</b>	<b>-844,404</b>	<b>-844,404</b>
<b>Ending Balance</b>	<b>648,280</b>	<b>-110,464</b>	<b>-121,342</b>	<b>-954,868</b>	<b>-965,746</b>

#### **Revenue Assumptions**

- Without a fee increase, the fund supports basic storm drain maintenance only
- Fund receives \$200,000 annually (adjusted by CPI) from UC Berkeley settlement agreement for storm drain infrastructure improvements
- Clean Storm Water Capital Program requires additional \$1 million/year in funding

#### **Expenditures Assumptions**

- FY 2010 and FY 2011 includes approved total compensation increases for personnel per labor contracts

## **FIVE YEAR FORECAST: OTHER OPERATING FUNDS**

### **STREET LIGHT ASSESSMENT DISTRICT FUND**

The Streetlight Assessment District Fund provides for maintenance of the City's traffic signals and pedestrian control devices at 126 of the City's intersections and 7,860 streetlights along the public streets, parking lots, pathways, recreation facilities, and marina. Revenue to this fund is collected through annual property taxes.

#### **Analysis**

Revenue to this is fund is capped by Prop 218, allowing for no rate increase in this assessment without voter approval. Since 2000, this fund has required annual subsidy of \$516,000 from the General Fund (since the defeat of a November 2000 ballot measure to augment funding through a special tax). The fund is projected to require additional balancing measures due to increasing costs and no growth in revenue.

#### **Fund Forecast**

	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2011</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projected</b>
<b>Beginning Balance</b>	<b>396,622</b>	<b>315,356</b>	<b>315,356</b>	<b>175,381</b>	<b>175,719</b>
<b>Revenues</b>	<b>1,890,792</b>	<b>1,876,040</b>	<b>1,880,487</b>	<b>1,876,040</b>	<b>1,866,296</b>
Program Revenues	1,374,792	1,360,040	1,364,487	1,360,040	1,350,296
General Fund Subsidy	516,000	516,000	516,000	516,000	516,000
<b>Expenditures</b>	<b>1,972,058</b>	<b>2,016,015</b>	<b>2,020,124</b>	<b>2,052,983</b>	<b>2,052,983</b>
Personnel	842,560	930,234	930,234	962,788	962,788
Non-Personnel	1,129,498	1,085,781	1,089,890	1,090,195	1,090,195
<b>Annual Surplus/Shortfall</b>	<b>-81,266</b>	<b>-139,975</b>	<b>-139,637</b>	<b>-176,943</b>	<b>-186,687</b>
<b>Ending Balance</b>	<b>315,356</b>	<b>175,381</b>	<b>175,719</b>	<b>-1,562</b>	<b>-10,968</b>

#### **Revenue Assumptions**

- Fund revenues are capped by Proposition 218
- FY 2008 - FY 2013 revenue includes a \$516,000 General Fund subsidy
- Available Funding does not provide for needed capital improvements

#### **Expenditures Assumptions**

- FY 2010 and FY 2011 includes approved total compensation increases for personnel per labor contracts

## **FIVE YEAR FORECAST: OTHER OPERATING FUNDS**

### **MEASURE B SALES TAX FUND**

The Measure B Sales Tax fund is used to fund capital projects for local streets and roads. A separate Measure B Fund provides revenue for bike and pedestrian safety improvements. The collection of a half-cent sales tax (April 1, 2002 through March 2022) is disbursed to the City of Berkeley and other local jurisdictions on a quarterly basis.

#### **Analysis & Revenue Projections**

Sales tax revenue is projected to decrease significantly in FY 2010 and as result the fund will be in a deficit by the end of the fiscal year. The fund deficit is projected to grow as revenues are expected to remain flat. Future balancing measures will be needed to balance expenditures with projected revenues.

#### **Fund Forecast**

	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Projected</b>	<b>FY 2011 Adopted</b>	<b>FY 2011 Projected</b>
<b>Beginning Balance</b>	645,592	798,929	798,929	794,637	-124,268
<b>Revenues</b>	<b>2,249,548</b>	<b>2,325,827</b>	<b>1,938,901</b>	<b>2,395,602</b>	<b>1,897,357</b>
Program Revenues	2,249,548	2,325,827	1,938,901	2,395,602	1,897,357
<b>Expenditures</b>	<b>2,096,211</b>	<b>2,330,119</b>	<b>2,862,098</b>	<b>2,383,482</b>	<b>2,383,482</b>
Personnel	1,437,268	1,549,636	1,549,636	1,602,897	1,602,897
Non-Personnel	658,943	780,483	1,312,462	780,585	780,585
<b>Annual Surplus/Shortfall</b>	153,337	-4,292	-923,197	12,120	-486,125
<b>Ending Balance</b>	<b>798,929</b>	<b>794,637</b>	<b>-124,268</b>	<b>806,757</b>	<b>-610,393</b>

#### **Revenue Assumptions**

- Alameda County sales tax revenue, from voter-approved reauthorization of Measure B Tax (April 2002 through March 2022), reflects no projected growth.

#### **Expenditures Assumptions**

- FY 2010 and FY 2011 includes approved total compensation increases for personnel per labor contracts

## FIVE YEAR FORECAST: OTHER OPERATING FUNDS

### PERMIT SERVICE CENTER FUND

The Permit Service Center Fund serves as the fund for the collection of zoning fees, building fees, and plan check fees. The fees are established by the City Council through a public hearing and adoption of a resolution establishing a fee schedule.

#### Analysis & Revenue Projections

While the fund currently maintains a positive fund balance, it does reflect an annual operating funding shortfall that is offset by using available fund balance. Balancing measures were implemented for the first time in FY 2010. Future balancing measures will be needed as revenues are not projected to keep pace with expenditures.

#### Fund Forecast

	FY 2009 Actual	FY 2010 Adopted	FY 2010 Projected	FY 2011 Adopted	FY 2011 Projected
<b>Beginning Balance</b>	<b>5,252,081</b>	<b>4,634,443</b>	<b>4,634,443</b>	<b>3,221,087</b>	<b>3,930,977</b>
<b>Revenues</b>	<b>9,362,146</b>	<b>7,816,334</b>	<b>9,175,909</b>	<b>8,560,411</b>	<b>10,076,000</b>
Building Fees	6,390,565	5,435,173	6,390,565	5,978,690	7,029,622
Plan Check Fees	1,164,684	985,332	1,164,684	1,083,864	1,281,152
Land Use Fees	1,042,891	840,176	1,042,891	924,194	1,147,180
Other	764,006	555,653	577,769	573,663	618,046
<b>Expenditures</b>	<b>9,979,784</b>	<b>9,229,690</b>	<b>9,879,375</b>	<b>9,482,143</b>	<b>9,647,866</b>
Personnel	7,115,704	6,823,655	6,916,369	7,027,750	7,193,473
Non-Personnel	2,864,080	2,406,035	2,963,006	2,454,393	2,454,393
<b>Annual Surplus/Shortfall</b>	<b>-617,638</b>	<b>-1,413,356</b>	<b>-703,466</b>	<b>-921,732</b>	<b>428,134</b>
<b>Ending Balance</b>	<b>4,634,443</b>	<b>3,221,087</b>	<b>3,930,977</b>	<b>2,299,355</b>	<b>4,359,111</b>

#### Revenue Assumptions

- FY 2010 revenues are projected at 90% of the FY 2009 projected revenues due to economic downturn
- FY 2011 revenues assume a 10% fee increase for cost recovery

#### Expenditures Assumptions

- FY 2010 and FY 2011 includes approved total compensation increases for personnel per labor contracts
- FY 2010 expenditures eliminated 5 FTEs and reduced expenditures by \$1.3 million



## FIVE YEAR FORECAST: OTHER OPERATING FUNDS

### SANITARY SEWER FUND

Sanitary sewer fees pay for the costs of operation, maintenance, rehabilitation and improvement of the City's sanitary sewers. Sewer service fees are charged to users of the City's sanitary system and are calculated on each hundred cubic feet of water used by each water account serving the premises as established by City Council Resolution. Sewer fees are collected through the payment of the property water bill (EBMUD).

#### Analysis & Revenue Projections

The fund maintains a positive fund balance through FY 2011 due to increased connection fee revenue and interest in addition to historical personnel and non-personnel savings. This fund balance is needed in the event that unanticipated repairs or maintenance are required to the sewer system.

#### Fund Forecast

	FY 2009 Actual	FY 2010 Adopted	FY 2010 Projected	FY 2011 Adopted	FY 2011 Projected
<b>Beginning Balance</b>	<b>14,082,366</b>	<b>17,345,740</b>	<b>17,345,740</b>	<b>12,461,769</b>	<b>10,715,929</b>
<b>Revenues</b>	<b>14,594,855</b>	<b>14,510,763</b>	<b>14,710,973</b>	<b>14,516,014</b>	<b>14,467,847</b>
<b>Expenditures</b>	<b>11,331,481</b>	<b>19,394,734</b>	<b>21,340,784</b>	<b>16,670,756</b>	<b>12,746,107</b>
Personnel	5,718,491	7,720,360	7,736,066	7,965,743	6,324,774
Non-Personnel	4,760,604	10,607,940	12,783,610	7,612,265	5,328,585
Other Non-Personnel	2,202,406	3,093,534	2,953,533	3,097,859	2,168,501
CIP	2,558,198	4,514,406	6,845,784	4,514,406	3,160,084
1-time CIP		3,000,000	2,984,293		
Indirect Costs	852,386	1,066,434	821,108	1,092,748	1,092,748
<b>Annual Surplus/Shortfall</b>	<b>3,263,374</b>	<b>-4,883,971</b>	<b>-6,629,811</b>	<b>-2,154,742</b>	<b>1,721,740</b>
<b>Ending Balance</b>	<b>17,345,740</b>	<b>12,461,769</b>	<b>10,715,929</b>	<b>10,307,027</b>	<b>12,437,669</b>

#### Revenue Assumptions

- The forecast includes does not increase sewer fees
- The forecast includes revenue increases due to pooled interest and connection fees.
- Positive fund balance offsets the annual operating shortfall

#### Expenditures Assumptions

- FY 2010 and FY 2011 includes approved total compensation increases for personnel per labor contracts

## **FIVE YEAR FORECAST: OTHER OPERATING FUNDS**

### **REFUSE FUND**

The Refuse Fund was created to support the activities related to the removal of waste in the City of Berkeley. Fees for disposal of waste at the City's transfer station and refuse fees charged to owners of premises and places in the City from which garbage is collected generate revenue to this fund. Refuse charges are billed annually and collected through the payment of property tax bills. Refuse collection fees are established by resolution of the City Council and the conduct of a majority protest process under Proposition 218. Fee amounts are determined by the area of service, the size and number of receptacles, and the frequency of service.

#### **Analysis & Revenue Projections**

A net revenue loss of \$830,000 along with increasing costs for refuse and recycling services resulted in a significant reduction in the fund balance by the end of FY 2009. In spite of recently approved rate increases, revenues are continuing to decline and are expected to be lower than amounts budgeted by the end of FY 2010. This is expected to increase the fund deficit as revenues are not keeping pace with expenditures. Balancing measures along with operational changes will be needed to help balance the fund in future years.

#### **Fund Forecast**

	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Projected</b>	<b>FY 2011 Adopted</b>	<b>FY 2011 Projected</b>
<b>Beginning Balance</b>	<b>3,847,570</b>	<b>307,774</b>	<b>307,774</b>	<b>-751,094</b>	<b>-2,656,337</b>
<b>Revenues</b>	<b>29,390,719</b>	<b>34,666,337</b>	<b>33,888,896</b>	<b>35,602,601</b>	<b>34,796,646</b>
<b>Expenditures</b>	<b>32,930,515</b>	<b>35,725,205</b>	<b>36,853,007</b>	<b>36,030,850</b>	<b>36,230,848</b>
Personnel	15,648,858	16,382,252	16,382,252	16,893,151	16,893,149
Non-Personnel	17,281,657	19,342,953	20,470,755	19,137,699	19,337,699
<b>Annual Surplus/Shortfall</b>	<b>-3,539,796</b>	<b>-1,058,868</b>	<b>-2,964,111</b>	<b>-428,249</b>	<b>-1,434,202</b>
<b>Ending Balance</b>	<b>307,774</b>	<b>-751,094</b>	<b>-2,656,337</b>	<b>-1,179,343</b>	<b>-4,090,539</b>

#### **Revenue Assumptions**

- FY 2010 Projected Revenues include an approved 20% fee increase to residential, commercial, and unscheduled roll-off container rates and a 10% transfer station fee increase
- FY 2011 assumes a 3% increase

#### **Expenditures Assumptions**

- FY 2010 and FY 2011 includes approved total compensation increases for personnel per labor contracts

## **FIVE YEAR FORECAST: OTHER OPERATING FUNDS**

### **PARKING METER FUND**

Parking Meter revenue is generated through coin deposits made by hourly parkers and “pay and display” parking meters from the City’s eight parking meter routes. The collection of this revenue currently generates almost \$5 million annually, and provides the funding for the maintenance, collection and enforcement of parking meters.

#### **Analysis**

Due to a decrease in parking activity and the resultant revenue decline, the fund balance was negative by the end of FY 2009. Additional revenue from the Phase 4 of the Pay & Display parking program and Single Space Relocation expansion will help balance the fund. Failure to implement all or part of this project will result in significant expenditure reductions.

#### **Fund Forecast**

	<b>FY 2009</b>	<b>FY 2010</b>	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2011</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projected</b>
<b>Beginning Balance</b>	810,477	-146,181	-146,181	534,568	182,669
<b>Revenues</b>	<b>4,767,123</b>	<b>6,526,958</b>	<b>6,076,210</b>	<b>6,526,958</b>	<b>6,745,093</b>
Program Revenues	4,767,123	6,526,958	6,076,210	6,526,958	6,745,093
<b>Expenditures</b>	<b>5,723,781</b>	<b>5,846,209</b>	<b>5,747,360</b>	<b>5,349,668</b>	<b>6,554,977</b>
Personnel	3,609,205	3,882,246	3,266,397	3,378,628	3,378,629
Non-Personnel	1,705,926	1,363,963	1,880,963	1,371,040	2,576,348
Transfer to General Fund	408,650	600,000	600,000	600,000	600,000
<b>Annual Surplus/Shortfall</b>	<b>-956,658</b>	<b>680,749</b>	<b>328,850</b>	<b>1,177,290</b>	<b>190,116</b>
<b>Ending Balance</b>	<b>-146,181</b>	<b>534,568</b>	<b>182,669</b>	<b>1,711,858</b>	<b>372,785</b>

#### **Revenue Assumptions**

- FY 2010 and beyond assumes a mild economic recovery and implementation of the Phase 4 Pay & Display project and new single-spaced meters

#### **Expenditures Assumptions**

- FY 2010 and FY 2011 includes approved total compensation increases for personnel per labor contracts

## **FIVE YEAR FORECAST: OTHER OPERATING FUNDS**

### **MARINA FUND**

The Berkeley Marina is part of San Francisco Bay and therefore, the property is owned by the State of California. The City holds the Marina in trust for the State and by law the Marina is required to be a self-supporting financial entity. Fees generated from vessels that berth at the Marina, along with the commercial ground leases within the Marina zone, provide the revenue that funds the operations of the Marina.

#### **Analysis**

The Marina Fund cannot provide sufficient funding for major capital improvements without grant and loan funds. In spite of this fact and annual operating funding shortfalls, the fund is maintaining a positive fund balance. A portion of the fund balance is reserved annually for Marina capital improvements to address infrastructure needs.

#### **Fund Forecast**

	<b>FY 2009</b>	<b>FY2010</b>	<b>FY 2010</b>	<b>FY2011</b>	<b>FY 2011</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Projected</b>	<b>Adopted</b>	<b>Projected</b>
<b>Beginning Balance</b>	<b>2,847,924</b>	<b>3,697,317</b>	<b>3,697,317</b>	<b>3,147,225</b>	<b>3,826,260</b>
<b>Revenues</b>	<b>5,486,270</b>	<b>4,988,910</b>	<b>5,212,961</b>	<b>4,988,888</b>	<b>5,216,184</b>
Berth Rentals	3,065,725	3,247,746	3,219,011	3,247,746	3,219,011
Marina Leases	1,835,284	1,319,335	1,430,992	1,319,335	1,430,992
Interest	110,466	46,600	92,433	46,600	95,657
Other Fees	474,795	375,229	470,525	375,207	470,524
<b>Expenditures</b>	<b>4,636,877</b>	<b>5,539,002</b>	<b>5,084,018</b>	<b>5,703,047</b>	<b>5,373,760</b>
Personnel	2,873,072	2,949,476	2,962,670	3,098,590	3,098,590
Non-Personnel	1,347,478	1,372,683	1,020,131	1,387,614	1,387,614
Capital Improvements	110,944	426,843	776,918	426,843	426,843
Debt Service	305,383	790,000	324,299	790,000	460,713
<b>Annual Surplus/Shortfall</b>	<b>849,393</b>	<b>-550,092</b>	<b>128,943</b>	<b>-714,159</b>	<b>-157,576</b>
<b>Ending Balance</b>	<b>3,697,317</b>	<b>3,147,225</b>	<b>3,826,260</b>	<b>2,433,066</b>	<b>3,668,684</b>

#### **Revenue Assumptions**

- FY 2010 increased berth fees up to 6.25%, dry storage rates up to 25%, storage locker rental fees up to 25%, and small boat launch ramp fees by 50%
- No fee increase in FY 2011

#### **Expenditures Assumptions**

- FY 2010 and FY 2011 includes approved total compensation increases for personnel per labor contracts

**FY 2010 AND FY 2011 POSITION CHANGES SUMMARY DETAIL**

	Attorney	Auditor	City Clerk	City Manager	OED	Finance	Fire	Health	Housing	HR	IT	Library	Planning	Police	PRC	PRW	PW	Total
<b>FY 2010 Position Reductions</b>																		
Administrative Secretary	-	-	-	-	-	-	-	-	-	-	-	-	(1.00)	-	-	-	-	(1.00)
Aqua Facilities Coordinator	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1.00)	-	(1.00)
Animal Service Assistant	-	-	-	(0.50)	-	-	-	-	-	-	-	-	-	-	-	-	-	(0.50)
Application Programmer Analyst II	-	-	-	-	-	-	-	-	-	-	(1.00)	-	-	-	-	-	-	(1.00)
Assistant Management Analyst	-	-	-	-	-	(1.00)	-	-	-	-	-	-	-	-	-	-	-	(1.00)
Assistant Planner	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Associate Civil Engineer	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Associate Management Analyst	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1.00)	(1.00)
Building Inspector II	-	-	-	-	-	-	-	-	-	-	-	(1.00)	(1.00)	-	-	-	-	(1.00)
Building Maintenance Mechanic	-	-	-	-	-	-	-	-	-	-	-	(1.00)	-	-	-	-	-	(1.00)
Code Enforcement Officer II	-	-	-	(1.00)	-	-	-	-	-	-	-	-	-	-	-	-	-	(1.00)
Community Health Worker	-	-	-	-	-	-	(1.00)	-	-	-	-	-	-	-	-	-	-	(1.00)
Community Health Worker Specialist	-	-	-	-	-	-	(1.00)	-	-	-	-	-	-	-	-	-	-	(1.00)
Community Services Specialist II	-	-	-	-	-	-	(1.00)	(0.50)	-	-	-	-	-	-	-	-	-	(1.50)
Community Services Specialist III	-	-	-	(1.00)	-	-	-	-	-	-	-	-	-	-	-	-	-	(1.00)
Customer Service Specialist III	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1.00)
Field Representative	-	-	-	-	-	(1.00)	-	-	-	-	-	-	-	-	-	-	-	(1.00)
Health Services Program Specialist	-	-	-	-	-	-	(0.50)	-	-	-	-	-	-	-	-	-	-	(0.50)
Health Services Program Specialist III	-	-	-	-	-	-	(0.50)	-	-	-	-	-	-	-	-	-	-	(0.50)
Information System Specialist	-	-	-	-	-	-	(1.00)	-	-	-	-	-	-	-	-	-	-	(1.00)
Landscape Architect	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Librarian II	-	-	-	-	-	-	-	-	-	-	-	(2.00)	-	-	-	-	-	(2.00)
Library Assistant	-	-	-	-	-	-	-	-	-	-	-	(2.50)	-	-	-	-	-	(2.50)
Mechanic	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1.00)	(1.00)
Mini Bus Driver	-	-	-	-	-	-	(1.20)	-	-	-	-	-	-	-	-	-	-	(1.20)
Office Specialist II	-	-	-	-	-	-	(1.00)	-	-	-	-	(1.00)	-	(0.50)	(1.00)	-	-	(3.50)
Office Specialist Supervisor	-	-	-	-	-	-	-	-	-	-	-	-	(1.00)	-	-	-	-	(1.00)
Patrol Community Service Officer	-	-	-	-	-	-	-	-	-	-	-	-	-	(1.00)	-	-	-	(1.00)
Permit Specialist	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Police Captain	-	-	-	-	-	-	-	-	-	-	-	-	-	(1.00)	-	-	-	-
Police Sergeant - Public Safety System	-	-	-	-	-	-	-	-	-	-	-	-	-	(1.00)	-	-	-	(1.00)
Psychiatric Social Worker II	-	-	-	-	-	-	(1.50)	-	-	-	-	-	-	-	-	-	-	(1.50)
Public Health Nurse	-	-	-	-	-	-	(2.00)	-	-	-	-	-	-	-	-	-	-	(2.00)
Senior Animal Control Officer	-	-	-	(1.00)	-	-	-	-	-	-	-	-	-	-	-	-	-	(1.00)
Senior Information Systems Specialist	-	-	-	-	-	-	-	-	-	(1.00)	-	-	-	-	-	-	-	(1.00)
Senior Management Analyst	-	-	-	(1.00)	-	-	-	-	-	-	-	-	(1.00)	-	-	(1.00)	-	(3.00)
Senior Planner	-	-	-	-	-	-	-	-	-	-	-	-	(1.50)	-	-	-	-	(1.50)
Senior Service Aide	-	-	-	-	-	-	(0.20)	-	-	-	-	-	-	-	-	-	-	(0.20)
Senior Service Assistant	-	-	-	-	-	-	(0.25)	-	-	-	-	-	-	-	-	-	-	(0.25)
Supervising Public Health Nurse	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Youth Services Advisor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>FY 2010 Reductions Total</b>	-	-	-	<b>(4.50)</b>	-	<b>(2.00)</b>	-	<b>(11.15)</b>	<b>(0.50)</b>	-	<b>(2.00)</b>	<b>(6.50)</b>	<b>(5.50)</b>	<b>(3.50)</b>	<b>(1.00)</b>	<b>(2.00)</b>	<b>(3.00)</b>	<b>(41.65)</b>
<b>FY 2011 Position Reductions</b>																		
Administrative Secretary	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Application Programmer Analyst I	-	-	-	-	-	-	-	-	-	-	(1.00)	-	-	-	-	-	-	(1.00)
Application Programmer Analyst II	-	-	-	-	-	-	-	-	-	-	(2.00)	-	-	-	-	-	-	(2.00)
Aqua Facilities Coordinator	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

**FY 2010 AND FY 2011 POSITION CHANGES SUMMARY DETAIL**

	Attorney	Auditor	City Clerk	City Manager	OED	Finance	Fire	Health	Housing	HR	IT	Library	Planning	Police	PRC	PRW	PW	Total
Assistant Architect	-	-	-	-	-	-	-	-	(0.50)	-	-	-	-	-	-	-	-	(0.50)
Assistant City Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Assistant Management Analyst	-	-	-	-	(1.00)	-	-	-	-	-	-	-	-	-	-	-	-	(1.00)
Community Services Specialist II	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Systems Specialist	-	-	-	-	-	-	-	-	-	-	(2.00)	-	-	-	-	-	-	(2.00)
Librarian	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Library Aide	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Library Assistant	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office Specialist II	-	-	-	(1.00)	-	-	-	(1.00)	-	-	-	-	-	(3.50)	-	-	-	(5.50)
Office Specialist III	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1.00)	-	-	(1.00)
Office Specialist Supervisor	-	-	-	-	-	-	-	-	-	-	-	-	-	(1.00)	-	-	-	(1.00)
Permit Specialist	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Senior Human Resources Analyst	-	-	-	-	-	-	-	-	-	(1.00)	-	-	-	-	-	-	-	(1.00)
Senior Information Systems Specialist	-	-	-	-	-	-	-	-	-	-	(2.00)	-	-	-	-	-	-	(2.00)
Senior Management Analyst	-	-	-	-	-	-	-	(1.00)	-	-	-	-	-	-	-	-	-	(1.00)
Senior Planner	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Supervising Systems Analyst	-	-	-	-	-	-	-	-	-	-	(2.00)	-	-	-	-	-	-	(2.00)
Youth Services Advisor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(1.00)
<b>FY 2011 Reductions Total</b>	-	-	-	(1.00)	(1.00)	-	-	(2.00)	(0.50)	(1.00)	(9.00)	-	-	(4.50)	-	(2.00)	-	(21.00)
<b>Total FY 2010 &amp; 2011 Reductions</b>	-	-	-	(5.50)	(1.00)	(2.00)	-	(13.15)	(1.00)	(1.00)	(11.00)	(6.50)	(5.50)	(8.00)	(1.00)	(4.00)	(3.00)	(62.65)
<b>FY 2010 New Positions/Reallocations</b>																		
Accounting Office Specialist III	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Animal Control Officer	-	-	-	1.00	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Application Programmer Analyst I	-	-	-	-	-	-	-	-	-	-	1.00	-	-	-	-	-	-	1.00
Aqua Facilities Supervisor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.50	-	-	0.50
Assistant Planner	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Associate Management Analyst	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community Services Specialist II	-	-	-	-	-	-	-	-	1.00	-	-	-	-	-	-	1.00	-	1.00
IT Specialist	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Librarian I	-	-	-	-	-	-	-	-	-	-	-	0.50	-	-	-	-	-	0.50
Office Specialist II	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Police Lieutenant	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.50	-	-	0.50
Revenue Development Assistant	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00	-	-	1.00
Senior Information System Specialist	-	-	-	-	-	1.00	-	-	-	-	-	-	-	-	-	-	-	-
<b>FY 2010 Position Adds Total</b>	-	-	-	1.00	-	1.00	-	-	1.00	-	1.00	0.50	-	1.00	0.50	2.50	-	8.50
<b>FY 2011 New Positions/Reallocations</b>																		
Application Programmer Analyst II	-	-	-	-	-	-	-	-	-	-	1.00	-	-	-	-	-	-	1.00
Associate Management Analyst	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.00	-	-	1.00
Community Services Specialist II	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Information Systems Support Technician	-	-	-	-	-	-	-	-	-	-	1.00	-	-	-	-	-	-	1.00
Senior Information Systems Technician	-	-	-	-	-	-	-	-	-	-	2.00	-	-	-	-	-	-	2.00
Senior Systems Analyst	-	-	-	-	-	-	-	-	-	-	4.00	-	-	-	-	-	-	4.00
<b>FY 2011 Position Adds Total</b>	-	-	-	-	-	-	-	-	-	-	8.00	0.50	-	-	-	1.00	-	9.00
<b>Total FY 2010 &amp; 2011 New Positions</b>	-	-	-	1.00	-	1.00	-	-	1.00	-	9.00	0.50	-	1.00	0.50	3.50	-	17.50

**FY 2010 AND FY 2011 POSITION CHANGES SUMMARY DETAIL**

	Attorney	Auditor	City Clerk	City Manager	OED	Finance	Fire	Health	Housing	HR	IT	Library	Planning	Police	PRC	PRW	PW	Total	
<b>FY 2010 Hourly Reductions</b>																			
Office Specialist II	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(0.40)	-	(0.40)	
Building Inspector	-	-	-	-	-	-	-	-	-	-	-	-	(0.48)	-	-	-	-	(0.48)	
Mental Health Clinician III	-	-	-	-	-	-	-	(2.00)	-	-	-	-	-	-	-	-	-	(2.00)	
Psychiatrist III	-	-	-	-	-	-	-	(0.60)	-	-	-	-	-	-	-	-	-	(0.60)	
<b>FY 2010 Hourly Reductions Total</b>	-	-	-	-	-	-	-	<b>(2.60)</b>	-	-	-	-	<b>(0.48)</b>	-	-	<b>(0.40)</b>	-	<b>(3.48)</b>	
<b>FY 2011 Hourly Reductions</b>																			
None	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>FY 2011 Hourly Reductions Total</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total FY 2010 &amp; 2011 Hourly Reductions</b>	-	-	-	-	-	-	-	<b>(2.60)</b>	-	-	-	-	<b>(0.48)</b>	-	-	<b>(0.40)</b>	-	<b>(3.48)</b>	
<b>FY 2010 New Hourly Positions</b>																			
Mealsite Coordinator	-	-	-	-	-	-	-	0.48	-	-	-	-	-	-	-	-	-	0.48	
Mini Bus Driver	-	-	-	-	-	-	-	0.30	-	-	-	-	-	-	-	-	-	0.30	
<b>FY 2010 New Hourly Positions</b>	-	-	-	-	-	-	-	<b>0.78</b>	-	-	-	-	-	-	-	-	-	<b>0.78</b>	
<b>FY 2011 New Hourly Positions</b>																			
None	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>FY 2011 New Hourly Positions</b>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total FY 2010 &amp; 2011 Hourly Adds</b>	-	-	-	-	-	-	-	<b>0.78</b>	-	-	-	-	-	-	-	-	-	<b>0.78</b>	
<b>TOTAL FY 2010 &amp; 2011 POSITION CHANGES</b>	-	-	-	<b>(4.50)</b>	<b>(1.00)</b>	<b>(1.00)</b>	-	<b>(14.97)</b>	-	<b>(1.00)</b>	<b>(2.00)</b>	<b>(6.00)</b>	<b>(5.98)</b>	<b>(7.00)</b>	<b>(0.50)</b>	<b>(0.90)</b>	<b>(3.00)</b>	<b>(47.85)</b>	

### Full Time Position Summary

	<b>FY 2007 Actual</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2011 Adopted</b>
City Attorney	12.00	13.00	13.00	13.00	13.00
City Auditor	14.00	14.00	14.00	14.00	14.00
City Clerk	10.00	11.00	11.00	11.00	11.00
City Manager	33.30	33.30	51.80	49.30	48.30
Economic Development	10.00	10.00	9.85	7.85	6.85
Finance	66.50	67.50	50.50	47.50	47.50
Fire Department	136.75	136.75	136.75	139.75	139.75
Health	273.73	271.48	279.30	194.54	193.04
Housing & Community Services <sup>(1)</sup>	50.18	35.73	30.63	96.76	95.26
Human Resources	23.00	23.00	23.00	23.00	22.00
Information Technology	25.00	24.00	27.00	30.50	29.50
Library	127.21	124.84	120.36	115.95	115.95
Mayor and Council	12.00	12.00	12.00	12.00	12.00
Parks, Recreation & Waterfront	161.05	163.85	164.48	165.33	164.33
Planning	72.50	73.00	74.05	65.55	65.55
Police Department	304.20	304.20	304.20	301.20	296.70
Police Review Commission	4.00	4.00	4.00	3.50	3.50
Public Works	313.91	330.00	325.00	326.00	326.00
Rent Board	19.30	19.30	19.30	18.30	18.30
<b>FTE Total</b>	<b>1668.63</b>	<b>1670.95</b>	<b>1670.22</b>	<b>1635.03</b>	<b>1622.53</b>

\*It should be noted that the FTE totals may not include all hourly FTEs and may vary.

<sup>(1)</sup> Effective FY 2010, Aging Services and Youth Employment moved from the Health Department to the Housing & Community Services Department



## FY 2010 & FY 2011 POSITION SUMMARY BY DEPARTMENT

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>CITY ATTORNEY'S OFFICE</b>					
<b>Career Employees:</b>					
Assistant City Attorney	1.00	1.00	1.00	1.00	1.00
City Attorney	1.00	1.00	1.00	1.00	1.00
Deputy City Attorney I	-				
Deputy City Attorney II	1.00	1.00	2.00	2.00	2.00
Deputy City Attorney III	5.00	5.00	5.00	5.00	5.00
Law Clerk		1.00	-		
Legal Office Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Legal Secretary	3.00	3.00	3.00	3.00	3.00
<b>TOTAL CITY ATTORNEY</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
<b>CITY AUDITOR'S OFFICE</b>					
Accounting Office Specialist III	3.00	3.00	3.00	2.00	2.00
Accounting Technician	2.00	2.00	2.00	2.00	2.00
Administrative Assistant				1.00	1.00
Administrative Secretary	1.00	1.00	1.00	-	-
Audit Manager	1.00	1.00	1.00	1.00	1.00
Auditor I	1.00	1.00	1.00	2.00	2.00
Auditor II	2.00	2.00	2.00	2.00	2.00
City Auditor	1.00	1.00	1.00	1.00	1.00
Deputy Auditor for Payroll Mgmt	1.00	1.00	1.00	1.00	1.00
Senior Auditor	2.00	2.00	2.00	2.00	2.00
<b>TOTAL CITY AUDITOR'S OFFICE</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>
<b>CITY CLERK'S OFFICE</b>					
Assistant City Clerk	2.00	3.00	1.00	1.00	1.00
Assistant Management Analyst		2.00	3.00	3.00	3.00
Associate Management Analyst		1.00	-		
City Clerk	1.00	1.00	1.00	1.00	1.00
City Services Aide					
Deputy City Clerk			1.00	1.00	1.00
Information Systems Specialist	2.00				
Office Specialist II	2.00	1.00	1.00	1.00	1.00
Office Specialist III	1.00	2.00	2.00	2.00	2.00
Records Assistant	1.00	1.00	1.00	1.00	1.00
Records Manager	1.00		1.00	1.00	1.00
<b>TOTAL CITY CLERK'S OFFICE</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
<b>CITY MANAGER'S OFFICE</b>					
Accounting Office Specialist III	1.00	1.00	1.00	0.00	0.00
Accounting Office Specialist Supervisor				1.00	1.00
Administrative Assistant				1.00	1.00
Administrative Hearing Examiner	0.80	0.80	0.80	0.80	0.80
Administrative Secretary	2.00	2.00	2.00	2.00	2.00
Animal Control Officer	3.00	3.00	3.00	4.00	4.00
Animal Services Assistants	3.00	3.00	3.00	2.50	2.50

## FY 2010 & FY 2011 POSITION SUMMARY BY DEPARTMENT

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Animal Services Manager	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	1.00	1.00	-		
Assistant Planner				1.00	1.00
Assistant to the City Manager	3.00	3.00	2.00	3.00	3.00
Associate Management Analyst	2.00	2.00	3.00	3.00	3.00
Budget Manager	1.00	1.00	1.00	1.00	1.00
City Manager	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer II	3.00	3.00	3.00	2.00	2.00
Code Enforcement Supervisor	1.00	1.00	1.00	1.00	1.00
Community Services Specialist I	1.00	1.00	1.00	1.00	1.00
Customer Service Specialist III			9.00	8.00	8.00
Customer Service Manager			1.00	0.00	0.00
Customer Service Supervisor			1.00	1.00	1.00
Deputy City Manager	1.00	1.00	2.00	2.00	2.00
Field Representative				1.00	1.00
Office Specialist II	1.00	1.00	7.00	6.00	5.00
Office Specialist III	1.00	1.00	1.00	1.00	1.00
Office Specialist Supervisor			1.00	0.00	0.00
Secretary to the City Manager	1.00	1.00	1.00	1.00	1.00
Senior Animal Control Officer	1.00	1.00	1.00	0.00	0.00
Senior Management Analyst	4.50	4.50	5.00	4.00	4.00
<b>TOTAL CITY MANAGER'S OFFICE</b>	<b>33.30</b>	<b>33.30</b>	<b>51.80</b>	<b>49.30</b>	<b>48.30</b>

### OFFICE OF ECONOMIC DEVELOPMENT

Assistant Management Analyst	2.00	2.00	2.00	2.00	1.00
Civic Arts Coordinator	1.00	1.00	1.00	1.00	1.00
Community Development Project Coordinator	1.00	1.00	1.00	1.00	1.00
Community Services Specialist II	0.00		0.85	0.85	0.85
Economic Development Project Coordinator	1.00	1.00	1.00	1.00	1.00
Employment Programs Administrator	1.00	1.00	1.00	0.00	0.00
Employment Specialist	1.00	1.00	-		
Manager of Economic Development	1.00	1.00	1.00	1.00	1.00
Office Specialist II	1.00	1.00	1.00	0.00	0.00
Office Specialist III	1.00	1.00	1.00	1.00	1.00
<b>TOTAL OFFICE OF ECONOMIC DEVELOPMENT</b>	<b>10.00</b>	<b>10.00</b>	<b>9.85</b>	<b>7.85</b>	<b>6.85</b>

### FINANCE DEPARTMENT

Accountant I	1.00	1.00	1.00	1.00	1.00
Accountant II	4.00	4.00	2.00	2.00	2.00
Accounting Manager	1.00	1.00	1.00	1.00	1.00
Accounting Office Specialist Supv	4.00	4.00	3.00	3.00	3.00
Accounting Office Specialist III	5.00	5.00	5.00	4.00	4.00
Accounting Technician				1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Assistant Management Analyst	3.00	3.00	2.00	1.00	1.00
Buyer	1.00	1.00	1.00	1.00	1.00
Central Services Aide	1.50	1.50	1.50	1.50	1.50
Central Services Supervisor	1.00	1.00	1.00	1.00	1.00
Central Services Technician	1.00	1.00	1.00	1.00	1.00
Contract Administrator	1.00	1.00	1.00	1.00	1.00
Customer Service Manager	1.00	1.00	-		

## FY 2010 & FY 2011 POSITION SUMMARY BY DEPARTMENT

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Customer Service Supervisor	1.00	1.00	-		
Deputy Director of Finance	1.00	1.00			
Director of Finance	1.00	1.00	1.00	1.00	1.00
Field Representative	5.00	5.00	5.00	4.00	4.00
General Services Manager	1.00	1.00	1.00	1.00	1.00
Information Systems Specialist	1.00	1.00	-		
Office Specialist II	23.00	23.00	13.00	11.00	11.00
Office Specialist III	1.00	1.00	1.00	1.00	1.00
Revenue Collection Manager	1.00	1.00	1.00	1.00	1.00
Revenue Development Officer			1.00	1.00	1.00
Revenue Development Specialist				1.00	1.00
Senior Accountant	2.00	2.00	3.00	3.00	3.00
Senior Buyer	1.00	2.00	2.00	2.00	2.00
Senior Field Representative	1.00	1.00	1.00	1.00	1.00
Senior Management Analyst	1.00	1.00	-		
Systems Accountant	1.00	1.00	1.00	1.00	1.00

<b>TOTAL FINANCE DEPARTMENT</b>	<b>66.50</b>	<b>67.50</b>	<b>50.50</b>	<b>47.50</b>	<b>47.50</b>
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### FIRE DEPARTMENT

Accounting Office Specialist III	3.75	3.75	3.75	3.75	3.75
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Assistant Fire Chief	5.00	5.00	5.00	6.00	6.00
Associate Management Analyst	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	1.00	1.00	1.00	1.00	1.00
Deputy Fire Marshal EMT	1.00	1.00	1.00	1.00	1.00
Emergency Services Coordinator				1.00	1.00
Fire and Life-Safety Plans	1.00	1.00	1.00	1.00	1.00
Fire Apparatus Operator EMT	33.00	33.00	33.00	33.00	33.00
Fire Captain EMT	10.00	10.00	10.00	10.00	10.00
Fire Chief	1.00	1.00	1.00	1.00	1.00
Fire Lieutenant EMT	18.00	18.00	18.00	19.00	19.00
Fire Prevention Inspector	1.00	1.00	1.00	1.00	1.00
Fire Prevention Inspector (Reg)				1.00	1.00
Fire Prevention Inspector I EMT	3.00				
Fire Prevention Inspector II EMT	1.00	1.00	1.00		
Firefighter EMT	49.00	52.00	52.00	52.00	52.00
Office Specialist III	3.00	3.00	3.00	3.00	3.00
Paramedic Program Supervisor	0.00				
Paramedic Supervisor I	3.00	3.00	3.00	3.00	3.00
Senior Budget Specialist			1.00	1.00	1.00
Senior Management Analyst	1.00	1.00	-		

<b>TOTAL FIRE DEPARTMENT</b>	<b>136.75</b>	<b>136.75</b>	<b>136.75</b>	<b>139.75</b>	<b>139.75</b>
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### HEALTH

#### Career Employees:

Accounting Office Specialist Sup	1.00	1.00	1.00	1.00	1.00
Accounting Office Specialist III	2.00	2.00	2.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Assistant Environmental Health Specialist	1.00	1.00	1.00	1.00	1.00
Assistant Management Analyst	1.00	1.00	1.00	1.00	1.00

## ***FY 2010 & FY 2011 POSITION SUMMARY BY DEPARTMENT***

	<b>FY 2007 Actual</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2011 Adopted</b>
Assistant Mental Health.Clinician	5.00	5.00	3.90	2.90	2.90
Associate Management Analyst	4.00	4.00	4.00	4.00	4.00
Clinical Psychologist	1.50	1.50	1.50	2.50	2.50
Community Health Worker	4.25	4.25	8.75	5.00	5.00
Community Health Worker Specialist	11.30	12.30	13.00	10.30	10.30
Community Services Specialist I	1.00	1.00	1.00	2.00	2.00
Community Services Specialist II	3.00	3.00	3.00	2.00	2.00
Deputy Director of Health & Human Services	1.00	1.00	1.00	1.00	1.00
Director of Health & Human Services	1.00	1.00	1.00	1.00	1.00
Health Admin/Financial Spec			1.00	2.00	2.00
Health Educator	1.00	1.75	1.75	1.00	1.00
Health Nutrition Progam Coordinator	0.75	0.75	0.75	0.75	0.75
Health Officer (Certified)	1.00	1.00	1.00	1.00	1.00
Health. Services Progam Specialist	10.90	10.90	14.40	9.50	9.00
Health Services Supervisor	4.00	4.00	4.00	2.00	2.00
Home Service Aide	2.00	-			
Information System Specialist	1.00	1.00	1.00	0.00	0.00
Information Systems Support Technician	1.00	1.00	1.00	0.00	0.00
Manager of Aging Services	1.00	1.00	1.00	0.00	0.00
Manager of Environmental Health	1.00	1.00	1.00	1.00	1.00
Manager of Health Promotion	1.00	1.00	1.00	0.00	0.00
Manager of Mental Health Services	1.00	1.00	1.00	1.00	1.00
Mealsite Coordinator	1.50	0.50	1.00	0.00	0.00
Mental Health Clinician I	2.00	2.00	2.00	2.00	2.00
Mental Health Clinician II	7.80	7.80	6.80	8.80	8.80
Mental Health Progam Supervisor	4.00	4.00	4.00	5.00	5.00
Mid-Level Practitioner	1.90	1.90	1.20	1.20	1.20
Mini Bus Driver	3.00	3.00	3.80	0.00	0.00
Nutritionist	0.60	0.60	0.60	0.75	0.75
Office Specialist II	28.10	28.10	28.62	20.23	20.23
Office Specialist III	7.00	7.00	6.60	6.00	6.00
Office Specialist Supervisor	2.00	2.00	2.00	2.00	2.00
Psychiatric Social Worker I	7.00	7.00	9.90	10.40	10.40
Psychiatric Social Worker II	8.60	8.60	8.60	8.30	8.30
Psychiatrist II & III	2.05	2.05	2.05	2.30	2.30
Psychiatrist Supervisor	0.50	0.50	0.50	0.50	0.50
Public Health Nurse	20.05	20.05	19.65	15.95	15.95
Public Health Program Physican (Cert)	1.00	1.00	1.00	1.00	1.00
Registered Environmental Health Specialist	5.00	5.00	5.00	5.00	5.00
Registered Nurse	2.70	2.70	2.70	2.70	2.70
Senior Citizen Center Director	3.00	3.00	3.00	0.00	0.00
Senior Community Health Specialist	3.45	3.45	3.55	3.60	3.60
Senior Environmental Health Specialist	2.00	2.00	2.00	2.00	2.00
Senior Health Management Analyst	2.00	2.00	2.00	1.00	1.00
Senior Health Services Program Specialist	7.75	7.75	6.75	9.00	9.00
Senior Management Analyst	2.00	2.00	1.00	1.00	0.00
Senior Mental Health Clinician	3.00	3.00	3.00	2.00	2.00
Senior Psychiatric Social Worker	3.90	3.90	4.00	3.00	3.00
Senior Public Health Nurse	1.00	1.00	1.00	3.00	3.00
Senior Service Aide	1.00	1.00	0.80	0.00	0.00
Senior Service Assistant	9.00	8.00	7.00	0.00	0.00
Senior Systems Analyst	1.00	1.00	1.00	1.00	1.00
Supervising Public Health Nurse	3.00	3.00	3.00	1.00	1.00

## FY 2010 & FY 2011 POSITION SUMMARY BY DEPARTMENT

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Vector Control Technician	3.00	3.00	3.00	3.00	3.00
Youth Services Advisor	2.00	2.00	2.00		
<b>Total Career Employees</b>	<b>215.60</b>	<b>213.35</b>	<b>221.17</b>	<b>175.68</b>	<b>174.18</b>
<b>Hourly Employees:</b>					
Assistant Mental Health Clinician	0.42	0.42	0.42	0.00	0.00
Clerical Aide	1.00	1.00	1.00		
Clinical Psychologist	0.26	0.26	0.26		
Community Health Worker	4.67	4.67	4.67	4.58	4.58
Community Health Worker Specialist	1.58	1.58	1.58	2.28	2.28
Community Services Specialist I & II	1.04	1.04	1.04	0.18	0.18
Health Educator	0.60	0.60	0.60		
Hlth. Services Program Specialist	1.83	1.83	1.83	1.54	1.54
Home Services Aide	0.50	0.50	0.50		
Information Systems Support Technician	1.00	1.00	1.00	0.65	0.65
Intern	0.34	0.34	0.34	0.91	0.91
Meal Site Coordinator				0.00	0.00
Mental Health Clinician I&II	3.03	3.03	3.03	1.15	1.15
Mid-Level Practioner	0.87	0.87	0.87	1.58	1.58
Mini Bus Driver	2.35	2.35	2.35	0.00	0.00
Office Specialist I& II	3.30	3.30	3.30	0.68	0.68
Physician	0.17	0.17	0.17	0.37	0.37
Psychiatric Social Worker	1.38	1.38	1.38	1.00	1.00
Psychiatrist II & III	0.57	0.57	0.57	0.50	0.50
Public Health Nurse	2.20	2.20	2.20	1.41	1.41
Public Health Program Physician				0.15	0.15
Registered Nurse	0.50	0.50	0.50		
Senior Community Health Specialist	1.00	1.00	1.00		
Sr. Health Services Program Specialist	0.70	0.70	0.70		
Senior Management Analyst	0.40	0.40	0.40	0.84	0.84
Senior Public Health Nurse	0.40	0.40	0.40		
Senior Service Aide/Assist	2.42	2.42	2.42	0.00	0.00
Seniors Nutrition Program Supervisor	0.60	0.60	0.60	0.00	0.00
Youth Enrollee	25.00	25.00	25.00	1.04	1.04
<b>Total Hourly Employees</b>	<b>58.13</b>	<b>58.13</b>	<b>58.13</b>	<b>18.86</b>	<b>18.86</b>
<b>TOTAL HEALTH AND HUMAN SERVICES</b>	<b>273.73</b>	<b>271.48</b>	<b>279.30</b>	<b>194.54</b>	<b>193.04</b>

### HOUSING & COMMUNITY SERVICES

#### Career Employees:

Accountant I	3.00	1.00	1.00	1.00	1.00
Accountant II		1.00	1.00	0.00	0.00
Accounting Office Specialist III	1.00	1.00	1.00	2.00	2.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Assistant Architect	0.80	1.00	1.00	1.00	0.50
Assistant Management Analyst	1.00	1.00	1.00	2.00	2.00
Assistant Mental Health Clinician				1.00	1.00
Associate Management Analyst	4.80	4.80	3.80	2.80	2.80
Associate Planner				1.00	1.00
Community Development Project Coordinator	3.00	3.00	3.00	3.00	3.00
Community Service Specialist I	1.50	0.50	-	0.00	0.00
Comm Services Specialist II	2.75	2.85	2.50	3.00	2.00
Community Services Spec. III	1.00	1.85	-	1.00	1.00

## FY 2010 & FY 2011 POSITION SUMMARY BY DEPARTMENT

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Customer Services Specialist III	1.50				
Director of Housing	1.00	1.00	1.00	1.00	1.00
Employment Program Administrator				1.00	1.00
Economic Development Project Coord	0.80				
Energy Officer	0.70	0.70			
Housing Authority Manager	1.00				
Housing Authority Representative	4.00				
Housing Inspector	1.00	1.00	1.00	1.00	1.00
Housing Inspector (CERT)	2.00	2.00	2.00	2.00	2.00
Housing Inspector Supervisor	1.00	1.00	1.00	1.00	1.00
Housing Prog. Coord.					
Housing Svcs Manager	1.00	1.00	1.00	1.00	1.00
Manager of Aging Services				1.00	1.00
Manager, Housing Finance & Administration				1.00	1.00
Manager of Program Planning & Administration	1.00	1.00	1.00	0.00	0.00
Meal Site Coordinator				1.00	1.00
Mini Bus Driver				2.60	2.60
Office Specialist II	6.00	3.00	3.00	6.00	6.00
Office Specialist III	1.00			2.00	2.00
Senior Accountant	1.00			1.00	1.00
Senior Citizen Center Director				3.00	3.00
Senior Health Services Program Specialist				0.75	0.75
Senior Housing Assistance Supervisor	1.00				
Senior Mangement Analyst	1.00	1.00	1.00	1.00	1.00
Senior Psychiatric Social Worker				1.00	1.00
Senior Service Aide				0.80	0.80
Senior Service Assistant				6.75	6.75
Senior Planner	1.85	1.55	0.85	0.00	0.00
Senior Weatherization Worker	1.00	1.00	1.00	1.00	1.00
Weatherization Supervisor	1.00	1.00	1.00	1.00	1.00
Weatherization Worker	1.00	1.00	1.00	1.00	1.00
Youth Services Advisor				2.00	2.00
<b>Total Career Employees</b>	<b>49.70</b>	<b>35.25</b>	<b>30.15</b>	<b>58.70</b>	<b>57.20</b>
<b>Hourly Employees:</b>					
Mealsite Coordinator				1.16	1.16
Mini Bus Driver				2.49	2.49
Office Specialist III	0.48	0.48	0.48	0.48	0.48
Senior Service Aide				3.91	3.91
Senior Service Assistant				0.18	0.18
Senior Nutrition Program Supervisor				0.63	0.63
Youth Enrollee Intern				29.21	29.21
<b>Total Hourly Employees</b>	<b>0.48</b>	<b>0.48</b>	<b>0.48</b>	<b>38.06</b>	<b>38.06</b>
<b>TOTAL HOUSING DEPARTMENT</b>	<b>50.18</b>	<b>35.73</b>	<b>30.63</b>	<b>96.76</b>	<b>95.26</b>

### HUMAN RESOURCES

Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Associate Human Resources Analyst	2.00	2.00	3.00	3.00	3.00
Benefits Specialist	1.00	1.00	1.00	1.00	1.00
Director of Human Resources	1.00	1.00	1.00	1.00	1.00
Equal Employment Opportunity & Diversity Officer	1.00	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	1.00	1.00	1.00

## FY 2010 & FY 2011 POSITION SUMMARY BY DEPARTMENT

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Information Systems Support Technician	1.00	1.00	1.00	1.00	1.00
Occupational Health & Safety Coordinator	1.00	1.00	1.00	1.00	1.00
Occupational Health & Safety Specialist	1.00	1.00	1.00	1.00	1.00
Office Specialist II	4.00	4.00	4.00	4.00	4.00
Office Specialist III	3.00	3.00	3.00	3.00	3.00
Office Specialist Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Human Resources Analyst	3.00	3.00	2.00	2.00	1.00
Training Officer	1.00	1.00	1.00	1.00	1.00
Workers Compensation Analyst	1.00	1.00	1.00	1.00	1.00

<b>TOTAL HUMAN RESOURCES</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>23.00</b>	<b>22.00</b>
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### INFORMATION TECHNOLOGY

Applications Programmer/Analyst I				3.00	2.00
Applications Programmer/Analyst II	7.00	8.00	11.00	10.00	9.00
Director of Information Technology		1.00	1.00	1.00	1.00
Information Systems Manager	1.00	-			
Information Systems Specialist	8.00	5.00	6.00	4.00	2.00
Information Systems Support Technician				4.00	5.00
Senior Information Systems Specialist	5.00	8.00	7.00	6.50	6.50
Senior Systems Analyst	1.00				4.00
Supervising Systems Analyst	3.00	2.00	2.00	2.00	0.00

<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>25.00</b>	<b>24.00</b>	<b>27.00</b>	<b>30.50</b>	<b>29.50</b>
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### LIBRARY SERVICES

#### Career Employees:

Accounting Office Specialist III	1.00	1.00	1.00	1.00	1.00
Accounting Office Specialist Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Associate Human Resources Analyst	1.00	1.00	1.00	1.00	1.00
Building Maintenance Mechanic	2.00	2.00	2.00	1.00	1.00
Building Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Central Services Aide	1.00	1.75	1.75	1.75	1.75
Circulation Services Manager	1.00	1.00	1.00	1.00	1.00
Deputy Director of Library Services	1.00	1.00	1.00	1.00	1.00
Director of Library Services	1.00	1.00	1.00	1.00	1.00
Information Systems Specialist	3.00	3.00	3.00	3.00	3.00
Librarian I/II	25.40	23.40	20.40	18.90	18.90
Library Administrative Manager			1.00	1.00	1.00
Library Aide	19.18	19.31	18.93	18.93	18.93
Library Assistant	19.45	18.60	18.10	15.60	15.60
Library Financial Manager	1.00	1.00			
Library Info Systems Administrator			1.00	1.00	1.00
Library Literacy Program Coordinator	1.00	1.00	1.00	1.00	1.00
Library Network Administrator	1.00	1.00			
Library Services Manager	4.00	4.00	3.00	3.00	3.00
Library Special Services Coordinator	1.00	1.00	1.00	1.00	1.00
Library Specialist I	5.30	5.30	3.00	4.30	4.30
Library Specialist II	11.75	11.75	14.05	12.75	12.75
Office Specialist II	2.00	2.00	2.00	1.00	1.00
Senior Librarian	1.00	1.00	3.00	3.00	3.00

## FY 2010 & FY 2011 POSITION SUMMARY BY DEPARTMENT

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Supervising Librarian	8.00	7.00	7.00	7.00	7.00
Supervising Library Assistant	10.00	10.00	10.00	10.00	10.00
Tool Lending Specialist	2.13	2.13	2.13	2.13	2.13
<b>Total Career Employees</b>	<b>126.21</b>	<b>123.24</b>	<b>120.36</b>	<b>114.35</b>	<b>114.35</b>

### Hourly Employees::

Librarian I					
Library Assistant					
Library Aide					
Tool Lending Specialist					
Youth Enrollees	1.00	1.60		1.60	1.60
<b>Total Hourly Employees</b>	<b>1.00</b>	<b>1.60</b>	<b>0.00</b>	<b>1.60</b>	<b>1.60</b>

<b>TOTAL LIBRARY SERVICES</b>	<b>127.21</b>	<b>124.84</b>	<b>120.36</b>	<b>115.95</b>	<b>115.95</b>
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### MAYOR & COUNCIL

Assistant to Mayor	3.00	3.00	3.00	3.00	3.00
Secretary to Mayor					
Administrative Secretary					
Legislative Aides	9.00	9.00	9.00	9.00	9.00

<b>TOTAL MAYOR AND COUNCIL</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
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### PARKS RECREATION & WATERFRONT

#### Career Employees:

Accounting Office Specialist III	2.95	2.95	2.95	2.95	2.95
Accounting Office Specialist Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00	1.00
Aquatics Coordinator	1.00	1.00	1.00	0.00	0.00
Aquatics Facilities Supervisor	2.25	2.25	1.50	2.00	2.00
Assistant Recreation Coordinator	2.45	3.50	4.50	4.50	4.50
Associate Management Analyst					1.00
Building Maintenance Mechanic	9.00	9.00	9.00	9.00	9.00
Building Maintenance Supervisor	2.00	2.00	2.00	2.00	2.00
Camps Manager		1.00	1.38	1.13	1.13
Director of Parks & Waterfront	1.00	1.00	1.00	1.00	1.00
Forestry Climber	4.00	4.00	4.00	4.00	4.00
Forestry Climber Supervisor	1.00	1.00	1.00	1.00	1.00
Forestry Technician	1.00	1.00	1.00	1.00	1.00
Harbormaster		1.00	1.00	1.00	1.00
Information Systems Specialist				1.00	1.00
Landscape Architect	2.00	2.00	2.00	2.00	2.00
Landscape Architect (Reg)	0.00				
Landscape Equipment Operator	4.00	4.00	4.00	4.00	4.00
Landscape Gardener	19.00	19.00	19.00	19.00	19.00
Landscape Gardener Supervisor	6.00	6.00	6.00	6.00	6.00
Landscape Gardener Trainee					
Lifeguard/Swim Instructor	0.00	0.50	0.50	0.50	0.50
Marina Assistant	4.00	4.00	4.00	4.00	4.00
Marina Supervisor	1.00				
Office Specialist II	4.00	4.00	3.00	5.00	5.00
Office Specialist III	1.00	1.00	1.00	1.00	0.00



## FY 2010 & FY 2011 POSITION SUMMARY BY DEPARTMENT

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Parks Superintendent	1.00	1.00	1.00	1.00	1.00
Principal Planner	0.00	1.00	1.00	1.00	1.00
Recreation & Youth Svcs Manager	1.00	1.00	1.00	1.00	1.00
Recreation Activity Ldr.	7.85	8.10	8.10	8.10	8.10
Recreation Coordinator	7.00	7.00	6.00	6.00	6.00
Recreation Programs Administrator	1.00	1.00	-		
Recreation Program Supervisor			3.00	3.00	3.00
Rosarian	1.00	1.00	1.00	1.00	1.00
Senior Forestry Climber	3.00	3.00	3.00	3.00	3.00
Senior Forestry Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Groundskeeper	1.00	1.00	1.00	1.00	1.00
Senior Landscape Gardener Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Management Analyst	3.00	3.00	3.00	3.00	3.00
Senior Planner	1.00				
Sports Official	1.50	1.50	1.50	1.50	1.50
Waterfront Manager	1.00	1.00	1.00	1.00	1.00
Youth Service Advisor	2.00	2.00	2.00	1.00	0.00
<b>Total Career Employees</b>	<b>103.00</b>	<b>105.80</b>	<b>106.43</b>	<b>107.68</b>	<b>106.68</b>
<b>Hourly Employees:</b>					
Camp Staff Supervisor	1.15	1.15	1.15	1.15	1.15
Camp Staff Leader	4.75	4.75	4.75	4.75	4.75
Camp Staff Member	13.50	13.50	13.50	13.50	13.50
Camp Medical Staff Member	0.35	0.35	0.35	0.35	0.35
Camp Maintenance Mechanic	1.50	1.50	1.50	1.50	1.50
Camps Manager	0.00	0.00	0.00	0.00	0.00
Cashier Attendant	0.50	0.50	0.50	0.50	0.50
Chief Cook (Camps)	0.00	0.00	0.00	0.00	0.00
Clerical Aide	0.00	0.00	0.00	0.00	0.00
Dining Room Supervisor	0.00	0.00	0.00	0.00	0.00
First/Second Asstant Cook (Camps)	0.00	0.00	0.00	0.00	0.00
Laborer	1.05	1.05	1.05	1.05	1.05
Landscape Gardener Trainee	1.00	1.00	1.00	1.00	1.00
Lifeguard/Swim Instructor	6.00	6.00	6.00	6.00	6.00
Office Specialist II	0.40	0.40	0.40	0.00	0.00
Playground Lead Trainee	1.50	1.50	1.50	1.50	1.50
Recreation Activity Leader	20.00	20.00	20.00	20.00	20.00
Senior Camp Laborer	0.00	0.00	0.00	0.00	0.00
Skilled Laborer	0.00	0.00	0.00	0.00	0.00
Sports Official	4.00	4.00	4.00	4.00	4.00
Swim Center Aide/Manager	2.00	2.00	2.00	2.00	2.00
Vegetation Reduction Supervisor	0.35	0.35	0.35	0.35	0.35
<b>Total Hourly Employees</b>	<b>58.05</b>	<b>58.05</b>	<b>58.05</b>	<b>57.65</b>	<b>57.65</b>
<b>TOTAL PARKS REC &amp; WATERFRONT</b>	<b>161.05</b>	<b>163.85</b>	<b>164.48</b>	<b>165.33</b>	<b>164.33</b>

### PLANNING DEPARTMENT

#### Career Employees:

Accounting Office Specialist III	1.00	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	0.00	0.00
Applications Programmer Analyst I	1.00	1.00	1.00	0.00	0.00
Assistant Planner	4.00	4.00	4.00	3.00	3.00
Associate Management Analyst	2.00	1.00	2.00	2.00	2.00

## FY 2010 & FY 2011 POSITION SUMMARY BY DEPARTMENT

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Associate Planner	7.00	7.00	5.00	4.00	4.00
Building and Safety Manager	1.00	1.00	1.00	1.00	1.00
Building Inspector I (certified)	4.00	3.00	3.00	3.00	3.00
Building Inspector II	1.00	1.00	1.00	1.00	1.00
Building Inspector II (certified)	4.00	3.00	3.00	2.00	2.00
Community Services Specialist I			0.50	0.50	0.50
Community Services Specialist II				1.00	1.00
Community Services Specialist III			0.85	0.85	0.85
Deputy Director of Planning	1.00	1.00	1.00	1.00	1.00
Director of Planning	1.00	1.00	1.00	1.00	1.00
Economic Development Project. Coordinator			1.00	1.00	1.00
Energy Officer			0.70	0.70	0.70
Engineering Inspector	2.00	2.00	2.00	2.00	2.00
Hazardous Material Manager	1.00	1.00	1.00	1.00	1.00
Hazardous Material Specialist II	4.00	5.00	5.00	5.00	5.00
Information Systems Specialist	1.00	1.00	1.00	0.00	0.00
Land Use Planning Manager	1.00	1.00	1.00	1.00	1.00
Office Specialist II	6.00	7.00	5.00	5.00	5.00
Office Specialist III	1.00	1.00	2.00	3.00	3.00
Office Specialist Supervisor	2.00	2.00	2.00	0.00	0.00
Permit Center Coordinator	1.00	1.00	1.00	1.00	1.00
Permit Specialist	6.00	6.00	6.00	6.00	6.00
Principal Planner	3.00	4.00	3.00	2.00	2.00
Senior Building Inspector (Housing)	1.00	1.00	1.00	1.00	1.00
Senior Building Plans Engineer	1.00	2.00	2.00	2.00	2.00
Senior Building Plans Examiner	2.00	1.00	1.00	1.00	1.00
Senior Management Analyst	2.00	2.00	2.00	2.00	2.00
Senior Planner	5.00	5.00	6.00	4.50	4.50
Supervising Building Inspector	1.00	1.00	1.00	1.00	1.00
<b>Total Career Employees</b>	<b>68.00</b>	<b>68.00</b>	<b>69.05</b>	<b>60.55</b>	<b>60.55</b>
<b>Hourly Employees:</b>					
Intern	4.50	5.00	5.00	5.00	5.00
<b>TOTAL PLANNING DEPARTMENT</b>	<b>72.50</b>	<b>73.00</b>	<b>74.05</b>	<b>65.55</b>	<b>65.55</b>

### POLICE DEPARTMENT

#### Career Employees:

Administrative Assistant			1.00	1.00	1.00
Administrative Secretary	1.00	1.00	-	0.00	0.00
Assistant Management Analyst	2.00	2.00	2.00	2.00	2.00
Associate Management Analyst	1.00	1.00	1.00	1.00	1.00
Community Service Officer	17.00	17.00	17.00	17.00	17.00
Community Service Officer Supervisor	4.00	4.00	4.00	4.00	4.00
Community Services Specialist I	0.50	0.50	0.50	0.00	0.00
Crime Analyst	1.00	1.00	1.00	1.00	1.00
Crime Scene Supervisor	1.00	1.00	1.00	1.00	1.00
Office Specialist I	0.00				
Office Specialist II	13.00	13.00	13.00	10.50	7.00
Office Specialist III	5.00	5.00	5.00	5.00	5.00
Office Specialist Supervisor	2.00	2.00	2.00	2.00	1.00
Parking Enforcement Representative	27.00	27.00	27.00	27.00	27.00

## FY 2010 & FY 2011 POSITION SUMMARY BY DEPARTMENT

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Parking Enforcement Supervisor	3.00	3.00	3.00	3.00	3.00
Police Captain	4.00	4.00	4.00	3.00	3.00
Police Chief	1.00	1.00	1.00	1.00	1.00
Police Lieutenant	9.00	9.00	9.00	11.00	11.00
Police Officer	142.00	140.00	140.00	140.00	140.00
Police Sergeant	30.00	32.00	32.00	31.00	31.00
Public Safety Business Manager	1.00	1.00	1.00	1.00	1.00
Public Safety Dispatcher I	0.00				
Public Safety Dispatcher II	28.00	28.00	28.00	28.00	28.00
Senior Crime Scene Technician	1.00	1.00	1.00	1.00	1.00
Supervising Public Safety Dispatcher	4.00	4.00	4.00	4.00	4.00
<b>Total Career Employees</b>	<b>297.50</b>	<b>297.50</b>	<b>297.50</b>	<b>294.50</b>	<b>290.00</b>

### Hourly Employees:

Juvenile Bureau Counselor	0.50	0.50	0.50	0.50	0.50
Police Aide	2.00	2.00	2.00	2.00	2.00
Public Safety Dispatcher II	0.20	0.20	0.20	0.20	0.20
Reserve Police Officer, Level I	0.30	0.30	0.30	0.30	0.30
School Crossing Guard	3.70	3.70	3.70	3.70	3.70
Volunteer Coordinator	0.00	0.00	0.00	0.00	0.00
<b>Total Hourly Employees:</b>	<b>6.70</b>	<b>6.70</b>	<b>6.70</b>	<b>6.70</b>	<b>6.70</b>

<b>TOTAL POLICE DEPARTMENT</b>	<b>304.20</b>	<b>304.20</b>	<b>304.20</b>	<b>301.20</b>	<b>296.70</b>
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### POLICE REVIEW COMMISSION

Office Specialist II	1.00	1.00	1.00	0.50	0.50
Office Specialist III	1.00	1.00	1.00	1.00	1.00
Police Review Commission Officer	1.00	1.00	1.00	1.00	1.00
PRC Investigator	1.00	1.00	1.00	1.00	1.00

<b>TOTAL POLICE REVIEW COMMISSION</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>3.50</b>	<b>3.50</b>
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### PUBLIC WORKS

#### Career Employees:

Accounting Office Specialist III	4.00	4.00	4.00	4.00	4.00
Administrative Secretary	2.00	2.00	2.00	2.00	2.00
Architect	1.00	1.00	1.00	1.00	1.00
Assistant Architect		1.00	1.00	1.00	1.00
Assistant Civil Engineer (Reg)	4.00	4.00	4.00	3.00	3.00
Assistant City Manager	1.00	1.00	-		
Assistant Management Analyst	1.00	1.00	2.00	2.00	2.00
Assistant Public Works Engineer	3.00	3.00	3.00	3.00	3.00
Assistant Traffic Engineer	1.00	1.00	2.00	2.00	2.00
Associate Civil Engineer	5.00	5.00	5.00	5.00	5.00
Associate Management Analyst	6.00	6.00	6.00	5.00	5.00
Associate Planner	1.60	1.60	1.60	1.60	1.60
Associate Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Building Inspector I (Certified)	1.00	1.00	1.00	1.00	1.00
Building Maintenance Mechanic	7.00	7.00	7.00	7.00	7.00
Chief of Party	1.00	2.00	2.00	2.00	2.00
Communications Technician	4.00	4.00	4.00	4.00	4.00
Community Development Project Coord.	1.00	1.00	1.00	1.00	1.00

## **FY 2010 & FY 2011 POSITION SUMMARY BY DEPARTMENT**

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Concrete Finisher	3.00	3.00	3.00	3.00	3.00
Construction Equipment Operator	4.00	4.00	4.00	4.00	4.00
Container Mtnce.Welder	2.00	2.00	2.00	2.00	2.00
Deputy Director of Public Works		1.00	1.00	1.00	1.00
Director of Public Works	1.00	1.00	1.00	1.00	1.00
Disability Services Specialist	2.00	2.00	2.00	2.00	2.00
Drafting Aide	1.00	1.00	1.00	1.00	1.00
Drafting Technician	2.00	2.00	2.00	2.00	2.00
Electrical Parts Technician	1.00	1.00	1.00	1.00	1.00
Electrician	8.00	8.00	8.00	8.00	8.00
Engineering Inspector	6.00	6.00	6.00	6.00	6.00
Environmental Compliance Specialist		1.00	1.00	1.00	1.00
Equipment Superintendent	1.00	1.00	1.00	1.00	1.00
Facilities Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00
Field Representative	1.00	1.00	1.00	1.00	1.00
Groundskeeper	1.00	1.00	1.00	1.00	1.00
Information Systems Specialist	1.00	1.00	-	0.00	0.00
Information Systems Support Technician	0.00			0.00	0.00
Infrastructure Maintenance Manager	1.00	-		0.00	0.00
Janitor	7.00	7.00	7.00	7.00	7.00
Janitor Supervisor	1.00	1.00	1.00	1.00	1.00
Junior Public Works Engineer	1.00	1.00	1.00	0.00	0.00
Laborer	20.00	20.00	20.00	21.00	21.00
Lead Communication Technician	1.00	1.00	1.00	1.00	1.00
Lead Electrician	3.00	3.00	3.00	3.00	3.00
Manager of Engineering	1.00	1.00	1.00	1.00	1.00
Mechanic	11.00	9.00	9.00	8.00	8.00
Mechanic Lead	1.00	1.00	1.00	1.00	1.00
Mechanic Supervisor	2.00	2.00	2.00	2.00	2.00
Mechanical Sweeper Operator	3.00	5.00	5.00	5.00	5.00
Office Specialist II	4.00	5.00	4.00	5.00	5.00
Office Specialist III	5.00	6.00	4.00	5.00	5.00
Office Specialist Supervisor	1.00	1.00	1.00	1.00	1.00
Parking Meter Maint & Collection Suprv	1.00	1.00	1.00	1.00	1.00
Parking Meter Maintenance Worker	4.00	4.00	4.00	5.00	5.00
Parking Meter Mechanic	3.00	3.00	3.00	5.00	5.00
Parking Meter Mechanic Trainee	1.00	1.00	1.00	0.00	0.00
Parking Services Manager	1.00	1.00	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00	1.00	1.00
Public Works Maintenance Superintendent		1.00	1.00	1.00	1.00
Public Works Supervisor	6.00	7.00	7.00	6.00	6.00
Real Property Administrator	1.00	1.00	1.00	1.00	1.00
Recycling Program Manager	1.00	1.00	1.00	1.00	1.00
Senior Budget Specialist	1.00	1.00	1.00	1.00	1.00
Senior Building Inspector	1.00	1.00	1.00	1.00	1.00
Senior Building Mntce. Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Drafting Technician	1.00	1.00	1.00	1.00	1.00
Senior Electrical Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Equipment Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Management Analyst	3.50	4.00	3.00	2.00	2.00
Senior Public Works Supervisor	2.00	2.00	2.00	3.00	3.00
Senior Solid Waste Supervisor	2.00	2.00	2.00	2.00	2.00
Service Technician	5.00	5.00	5.00	5.00	5.00

## FY 2010 & FY 2011 POSITION SUMMARY BY DEPARTMENT

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
Sewer Maintenance Assistant Supervisor	8.00	7.00	7.00	7.00	7.00
Skilled Laborer	15.00	17.00	17.00	16.00	16.00
Solid Waste Loader Operator	2.00	2.00	2.00	2.00	2.00
Solid Waste Supervisor	4.00	4.00	4.00	4.00	4.00
Solid Waste Truck Driver	27.00	30.00	30.00	30.00	30.00
Solid Waste Worker	49.00	52.00	50.00	50.00	50.00
Solid Waste/Recycling Manager	1.00	1.00	1.00	1.00	1.00
Supervising Civil Engineer	3.00	3.00	3.00	3.00	3.00
Supervising Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Survey Technician	2.00	2.00	1.00	1.00	1.00
Tractor Trailer Driver	8.00	8.00	8.00	8.00	8.00
Traffic Engineering Assistant	1.00	1.00	-	1.00	1.00
Traffic Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Traffic Maintenance Worker I	4.00	4.00	4.00	4.00	4.00
Traffic Maintenance Worker II	2.00	2.00	2.00	2.00	2.00
Transportation Manager			1.00	1.00	1.00
Warehouse Operations Specialist	2.00	2.00	2.00	2.00	2.00
Watershed Resources Specialist			1.00	1.00	1.00
Weighmaster	3.00	3.00	3.00	4.00	4.00
Welder Mechanic	1.00	1.00	1.00	1.00	1.00
<b>Total Career Employees</b>	<b>313.10</b>	<b>327.60</b>	<b>321.60</b>	<b>322.60</b>	<b>322.60</b>
<b>Hourly Employees:</b>					
Chief of Party	0.41				
Engineering Inspector	0.40	0.40	1.40	1.40	1.40
Intern					
Traffic Maintenance Worker I		2.00	2.00	2.00	2.00
<b>Total Hourly Employees</b>	<b>0.81</b>	<b>2.40</b>	<b>3.40</b>	<b>3.40</b>	<b>3.40</b>
<b>TOTAL PUBLIC WORKS</b>	<b>313.91</b>	<b>330.00</b>	<b>325.00</b>	<b>326.00</b>	<b>326.00</b>
<b>RENT STABILIZATION BOARD</b>					
Administrative Staff Assistant	1.00	1.00	1.00	1.00	1.00
Assistant Management Analyst	3.00	2.00	2.00	2.00	2.00
Associate Management Analyst		1.00	1.00	1.00	1.00
Community Services Specialist I	2.00	1.00	1.00	1.00	1.00
Community Services Specialist II		2.00	2.00	2.00	2.00
Executive Director Rent Board	1.00	1.00	1.00	1.00	1.00
Information Systems Specialist	1.00	1.00	1.00	0.00	0.00
Office Specialist II	3.00	2.00	2.00	2.00	2.00
Office Specialist III	2.00	2.00	2.00	2.00	2.00
Senior Field Representative	1.00	1.00	1.00	1.00	1.00
Senior Hearing Examiner	2.30	2.30	2.30	2.30	2.30
Staff Attorney I	1.00				
Staff Attorney II		1.00	1.00	1.00	1.00
Staff Attorney III	2.00	2.00	2.00	2.00	2.00
<b>TOTAL RENT STABILIZATION BOARD</b>	<b>19.30</b>	<b>19.30</b>	<b>19.30</b>	<b>18.30</b>	<b>18.30</b>
<b>TOTAL AUTHORIZED FTEs</b>	<b>1668.63</b>	<b>1670.95</b>	<b>1670.22</b>	<b>1635.03</b>	<b>1622.53</b>

\*The two-year totals in staffing changes for FY 2010 & FY 2011 are off by .16 FTE.

## Key - Fund Names

Fund Number	Fund Name	Fund Number
10	General Fund	10
45	Emergency Shelter Grant Program	45
55	Health (General)	55
56	Targeted Case Management Linkages	56
61	Alameda County Transition Aged Youth (TAY TIP)	61
63	Mental Health Services Act	63
65	Health (Short/Doyle)	65
66	Early Periodic Screening Diagnosis & Treatment	66
85	Senior Nutrition (Title III) Grant	85
86	CFP Title X	86
165	Alameda County Grants	165
228	Alameda County Children & Family Commission	228
254	Inclusionary Housing Program	254
301	Library Fund	301
302	Direct/Inter-Library Loan	302
305	Public Library	305
330	Camps	330
354	Low Income Home Energy Assistance Program (LIHEAP)	354
363	State 2107	363
366	State - Proposition 111	366
370	Community Development Block Grant (CDBG)	370
375	Rental Housing Safety Program	375
391	Measure B - Local Streets & Roads	391
393	Measure B - Paratransit	393
450	Parks Tax Fund	450
470	Streetlight Assessment District	470
642	Private Party Sidewalks	642
820	Refuse	820
825	Marina	825
830	Sewer	830
831	Clean Storm Water	831
833	Permit Service Center	833
835	Off Street Parking	835
840	Parking Meter	840
845	Unified Program CUPA	845
850	Building Purchases & Management	850
860	Equipment Replacement	860
865	Equipment Maintenance	865
866	Building Maintenance	866
870	Central Services	870
958	Public Health Realignment	958
964	Alameda Abandoned Vehicle Abatement	964

**FY 2010 AND FY 2011 ADOPTED BALANCING MEASURES DETAIL  
Summary by Department**

Department	FY 2010 FTE	FY 2010 Expenditure Amount	FY 2010 Revenue Amount	FY 2011 FTE	FY 2011 Expenditure Amount	FY 2011 Revenue Amount	Two-Year Total
City Attorney's Office Total	-	(75,000)	-	-	(75,000)	-	(150,000)
City Auditor's Office Total	-	-	(100,000)	-	-	-	(100,000)
City Clerk Total	-	(76,400)	-	-	-	-	(76,400)
City Manager Total	(3.50)	(329,098)	-	(1.00)	(97,282)	-	(426,380)
Economic Development Total	-	(53,032)	-	(1.00)	(117,141)	-	(170,173)
Finance Total	(1.00)	(130,161)	(100,000)	-	18,450	(100,000)	(311,711)
Health Total	(13.47)	(1,741,490)	(207,000)	(1.50)	(225,239)	-	(2,173,729)
Housing & Community Services	0.50	62,268	-	(0.50)	(73,206)	-	(10,938)
Human Resources Total	-	-	-	(1.00)	(169,540)	-	(169,540)
Information Technology Total	(1.00)	(115,711)	-	(1.00)	523	-	(115,188)
Library Total	(6.00)	(568,320)	-	-	-	-	(568,320)
Parks Recreation & Waterfront	0.10	(7,620)	-	(1.00)	(192,901)	(127,498)	(328,019)
Planning Total	(5.98)	(1,363,595)	-	-	(109,860)	-	(1,473,455)
Police Total	(2.50)	(430,408)	-	(4.50)	(415,557)	-	(845,965)
Police Review Commission Total	(0.50)	(51,572)	-	-	-	-	(51,572)
Public Works Total	(3.00)	5,457,321	(3,000,000)	-	(474,984)	-	1,982,337
<b>Grand Total</b>	<b>(36.35)</b>	<b>577,182</b>	<b>(3,407,000)</b>	<b>(11.50)</b>	<b>(1,931,737)</b>	<b>(227,498)</b>	<b>(4,989,053)</b>

**FY 2010 AND FY 2011 ADOPTED BALANCING MEASURES  
Summary by Fund**

<b>Fund</b>	<b>FY 2010 FTE</b>	<b>FY 2010 Expenditure Amount</b>	<b>FY 2010 Revenue Amount</b>	<b>FY 2011 FTE</b>	<b>FY 2011 Expenditure Amount</b>	<b>FY 2011 Revenue Amount</b>	<b>Two-Year Total</b>
10 Total	(15.65)	(2,094,781)	(407,000)	(11.00)	(1,431,414)	(227,498)	(4,160,692)
45 Total	0.40	49,815	-	-	-	-	49,815
55 Total	(3.76)	(163,327)	-	-	-	-	(163,327)
56 Total	-	65,031	-	-	-	-	65,031
61 Total	-	15,135	-	-	-	-	15,135
63 Total	-	609,284	-	-	-	-	609,284
65 Total	(4.60)	(1,430,700)	-	-	-	-	(1,430,700)
66 Total	-	54,415	-	-	-	-	54,415
85 Total	-	(47,253)	-	-	-	-	(47,253)
86 Total	(0.45)	(43,520)	-	-	-	-	(43,520)
165 Total	-	7,252	-	-	-	-	7,252
228 Total	-	(325,374)	-	-	-	-	(325,374)
254 Total	-	-	-	(0.04)	(5,856)	-	(5,856)
301 Total	(6.00)	(645,820)	-	-	-	-	(645,820)
302 Total	-	33,000	-	-	-	-	33,000
305 Total	-	44,500	-	-	-	-	44,500
330 Total	0.50	40,353	-	-	-	-	40,353
354 Total	-	21,311	-	(0.15)	(21,962)	-	(651)
363 Total	-	28,584	-	-	-	-	28,584
366 Total	-	(32,037)	-	-	-	-	(32,037)
370 Total	0.57	65,112	-	(0.31)	7,220	-	72,332
391 Total	-	(30,188)	-	-	-	-	(30,188)
393 Total	(0.16)	(19,926)	-	-	-	-	(19,926)
450 Total	1.10	102,967	-	0.60	78,709	-	181,676
470 Total	-	(61,026)	-	-	-	-	(61,026)
642 Total	-	(126,344)	-	-	-	-	(126,344)
820 Total	-	3,089,435	-	-	(427,820)	-	2,661,615
825 Total	0.40	41,743	-	(0.60)	(125,150)	-	(83,407)
830 Total	(0.58)	2,858,450	(3,000,000)	-	-	-	(141,550)
831 Total	(0.20)	(28,655)	-	-	-	-	(28,655)
833 Total	(5.20)	(1,346,256)	-	-	(33,179)	-	(1,379,435)
835 Total	(0.25)	7,803	-	-	-	-	7,803
840 Total	-	38,357	-	-	-	-	38,357
845 Total	-	1,449	-	-	-	-	1,449
850 Total	(0.10)	207,318	-	-	-	-	207,318
860 Total	(0.20)	85,859	-	-	-	-	85,859
865 Total	(1.20)	(194,955)	-	-	-	-	(194,955)
866 Total	(0.48)	(187,426)	-	-	9,264	-	(178,162)
870 Total	-	36,250	-	-	18,450	-	54,700
958 Total	(0.50)	(168,585)	-	-	-	-	(168,585)
964 Total	-	19,932	-	-	-	-	19,932
<b>Grand Total</b>	<b>(36.35)</b>	<b>577,182</b>	<b>(3,407,000)</b>	<b>(11.50)</b>	<b>(1,931,737)</b>	<b>(227,498)</b>	<b>(4,989,053)</b>

\*Please refer to Key of Fund Names at front of section



**FY 2010 AND FY 2011 ADOPTED BALANCING MEASURES DETAIL**  
**Summary by Department and Fund**

Department	Fund*	FY 2010 FTE	FY 2010 Expenditure Amount	FY 2010 Revenue Amount	FY 2011 FTE	FY 2011 Expenditure Amount	FY 2011 Revenue Amount	Two-Year Total
	10 Total	-	(75,000)	-	-	(75,000)	-	(150,000)
<b>City Attorney's Office</b>		-	<b>(75,000)</b>	-	-	<b>(75,000)</b>	-	<b>(150,000)</b>
	10 Total	-	-	(100,000)	-	-	-	(100,000)
<b>City Auditor's Office</b>		-	-	<b>(100,000)</b>	-	-	-	<b>(100,000)</b>
	10 Total	-	(76,400)	-	-	-	-	(76,400)
<b>City Clerk Total</b>		-	<b>(76,400)</b>	-	-	-	-	<b>(76,400)</b>
	10 Total	(3.50)	(329,098)	-	(1.00)	(97,282)	-	(426,380)
<b>City Manager Total</b>		<b>(3.50)</b>	<b>(329,098)</b>	-	<b>(1.00)</b>	<b>(97,282)</b>	-	<b>(426,380)</b>
	10 Total	-	(53,032)	-	(1.00)	(117,141)	-	(170,173)
<b>Economic Development Total</b>		-	<b>(53,032)</b>	-	<b>(1.00)</b>	<b>(117,141)</b>	-	<b>(170,173)</b>
	10 Total	(1.00)	(123,538)	(100,000)	-	-	(100,000)	(323,538)
	820 Total	-	(42,873)	-	-	-	-	(42,873)
	870 Total	-	36,250	-	-	18,450	-	54,700
<b>Finance Total</b>		<b>(1.00)</b>	<b>(130,161)</b>	<b>(100,000)</b>	-	<b>18,450</b>	<b>(100,000)</b>	<b>(311,711)</b>
	10 Total	(4.16)	(333,780)	(207,000)	(1.50)	(225,239)	-	(766,019)
	55 Total	(3.76)	(163,327)	-	-	-	-	(163,327)
	56 Total	-	65,031	-	-	-	-	65,031
	61 Total	-	15,135	-	-	-	-	15,135
	63 Total	-	609,284	-	-	-	-	609,284
	65 Total	(4.60)	(1,430,700)	-	-	-	-	(1,430,700)
	66 Total	-	54,415	-	-	-	-	54,415
	85 Total	-	(47,253)	-	-	-	-	(47,253)
	86 Total	(0.45)	(43,520)	-	-	-	-	(43,520)
	165 Total	-	7,252	-	-	-	-	7,252
	228 Total	-	(325,374)	-	-	-	-	(325,374)
	958 Total	(0.50)	(168,585)	-	-	0	-	(168,585)
	964 Total	-	19,932	-	-	-	-	19,932
<b>Health Total</b>		<b>(13.47)</b>	<b>(1,741,490)</b>	<b>(207,000)</b>	<b>(1.50)</b>	<b>(225,239)</b>	-	<b>(2,173,729)</b>
	10 Total	(0.31)	(54,044)	-	-	(52,608)	-	(106,652)
	45 Total	0.40	49,815	-	-	-	-	49,815
	254 Total	-	-	-	(0.04)	(5,856)	-	(5,856)
	354 Total	-	21,311	-	(0.15)	(21,962)	-	(651)
	370 Total	0.57	65,112	-	(0.31)	7,220	-	72,332
	393 Total	(0.16)	(19,926)	-	-	-	-	(19,926)
<b>Housing &amp; Community Services Total</b>		<b>0.50</b>	<b>62,268</b>	-	<b>(0.50)</b>	<b>(73,206)</b>	-	<b>(10,938)</b>
	10 Total	-	-	-	(1.00)	(169,540)	-	(169,540)
<b>Human Resources Total</b>		-	-	-	<b>(1.00)</b>	<b>(169,540)</b>	-	<b>(169,540)</b>
	10 Total	(1.00)	(115,711)	-	(1.00)	523	-	(115,188)
<b>Information Technology</b>		<b>(1.00)</b>	<b>(115,711)</b>	-	<b>(1.00)</b>	<b>523</b>	-	<b>(115,188)</b>
	301 Total	(6.00)	(645,820)	-	-	-	-	(645,820)
	302 Total	-	33,000	-	-	-	-	33,000
	305 Total	-	44,500	-	-	-	-	44,500
<b>Library Total</b>		<b>(6.00)</b>	<b>(568,320)</b>	-	-	-	-	<b>(568,320)</b>
	10 Total	(1.90)	(192,683)	-	(1.00)	(146,460)	(127,498)	(466,641)
	330 Total	0.50	40,353	-	-	-	-	40,353
	450 Total	1.10	102,967	-	0.60	78,709	-	181,676
	825 Total	0.40	41,743	-	(0.60)	(125,150)	-	(83,407)
<b>Parks Recreation &amp; Waterfront Total</b>		<b>0.10</b>	<b>(7,620)</b>	-	<b>(1.00)</b>	<b>(192,901)</b>	<b>(127,498)</b>	<b>(328,019)</b>
	10 Total	(0.78)	(79,974)	-	-	(76,681)	-	(156,655)
	833 Total	(5.20)	(1,285,070)	-	-	(33,179)	-	(1,318,249)
	845 Total	-	1,449	-	-	-	-	1,449
<b>Planning Total</b>		<b>(5.98)</b>	<b>(1,363,595)</b>	-	-	<b>(109,860)</b>	-	<b>(1,473,455)</b>
	10 Total	(2.50)	(430,408)	-	(4.50)	(415,557)	-	(845,965)
<b>Police Total</b>		<b>(2.50)</b>	<b>(430,408)</b>	-	<b>(4.50)</b>	<b>(415,557)</b>	-	<b>(845,965)</b>

\*Please refer to Key of Fund Names at front of section

**FY 2010 AND FY 2011 ADOPTED BALANCING MEASURES DETAIL**  
**Summary by Department and Fund**

Department	Fund*	FY 2010 FTE	FY 2010 Expenditure Amount	FY 2010 Revenue Amount	FY 2011 FTE	FY 2011 Expenditure Amount	FY 2011 Revenue Amount	Two-Year Total
	10 Total	(0.50)	(51,572)	-	-	-	-	(51,572)
<b>Police Review Commission Total</b>		<b>(0.50)</b>	<b>(51,572)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(51,572)</b>
	10 Total	-	(179,541)	-	-	(56,428)	-	(235,969)
	363 Total	-	28,584	-	-	-	-	28,584
	366 Total	-	(32,037)	-	-	-	-	(32,037)
	391 Total	-	(30,188)	-	-	-	-	(30,188)
	470 Total	-	(61,026)	-	-	-	-	(61,026)
	642 Total	-	(126,344)	-	-	-	-	(126,344)
	820 Total	-	3,132,308	-	-	(427,820)	-	2,704,488
	830 Total	(0.58)	2,858,450	(3,000,000)	-	-	-	(141,550)
	831 Total	(0.20)	(28,655)	-	-	-	-	(28,655)
	833 Total	-	(61,186)	-	-	-	-	(61,186)
	835 Total	(0.25)	7,803	-	-	-	-	7,803
	840 Total	-	38,357	-	-	-	-	38,357
	850 Total	(0.10)	207,318	-	-	-	-	207,318
	860 Total	(0.20)	85,859	-	-	-	-	85,859
	865 Total	(1.20)	(194,955)	-	-	-	-	(194,955)
	866 Total	(0.48)	(187,426)	-	-	9,264	-	(178,162)
<b>Public Works Total</b>		<b>(3.00)</b>	<b>5,457,321</b>	<b>(3,000,000)</b>	<b>-</b>	<b>(474,984)</b>	<b>-</b>	<b>1,982,337</b>
<b>Grand Total</b>		<b>(36.35)</b>	<b>577,182</b>	<b>(3,407,000)</b>	<b>(11.50)</b>	<b>(1,931,737)</b>	<b>(227,498)</b>	<b>(4,989,053)</b>

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**FY 2010 AND FY 2011 ADOPTED BALANCING MEASURES DETAIL**  
(Sorted by Department and Fund)

Department	Program	Fund*	Description	Impacts	FV/H	FY 2010 FTE	OT/R	FY 2010 Expenditure Amount	FY 2010 Revenue Amount	FY 2011 FTE	OT/R	FY 2011 Expenditure Amount	FY 2011 Revenue Amount	Two-Year Total
City Attorney's Office	Claims & Judgments	10	Reduce Transfer amount from General Fund (010) to Public Liability (881)	Reduces Public Liability funding available for litigation. Projected caseload indicates this level of funding is adequate.			R	(75,000)			R	(75,000)		(150,000)
		<b>10 Total</b>						<b>(75,000)</b>				<b>(75,000)</b>		<b>(150,000)</b>
City Attorney's Office	City Auditor's Office	10	New Revenue: Increase Business License Tax revenue through increased audit. This is a joint effort with the Finance Department.	Coordinated revenue program with Finance Department.			R	(75,000)	(100,000)			(75,000)		(150,000)
		<b>10 Total</b>						<b>(75,000)</b>	<b>(100,000)</b>			<b>(75,000)</b>		<b>(150,000)</b>
City Auditor's Office	City Auditor's Office	10	Reduce special elections allocation	Reduce funding for special elections due to anticipated savings from Ranked Choice Voting (RCV).			R	(72,000)						(72,000)
City Clerk	Elections	10	Reduce special elections allocation	Reduce funding for special elections due to anticipated savings from Ranked Choice Voting (RCV).			R	(72,000)						(72,000)
City Clerk	Records Mgmt	10	Reduce non-personnel costs	Aggressive destruction of eligible records will result in savings in annual storage costs.			R	(4,400)						(4,400)
		<b>10 Total</b>						<b>(76,400)</b>				<b>(76,400)</b>		<b>(76,400)</b>
City Clerk	City Clerk	10	Eliminate 1.0 FTE Senior Animal Control Officer	Department Reorganization: Work will be reallocated to existing staff and new Animal Control Officer to support field and shelter operations. Net annual recurring savings is \$55,000.	VC	(1.00)	R	(104,530)						(104,530)
City Manager	Animal Care Services	10	Eliminate 1.0 FTE Senior Animal Control Officer	Department Reorganization: Work will be reallocated to existing staff and new Animal Control Officer to support field and shelter operations. Net annual recurring savings is \$55,000.	VC	(1.00)	R	(104,530)						(104,530)
City Manager	Animal Care Services	10	Add 1.0 FTE Animal Control Officer	Department Reorganization: Work will be reallocated to existing staff and new Animal Control Officer to support field and shelter operations. Net annual recurring savings is \$55,000.	VA	1.00	R	87,029						87,029
City Manager	Animal Care Services	10	Add 1.0 FTE Animal Control Officer	Department Reorganization: Work will be reallocated to existing staff and new Animal Control Officer to support field and shelter operations. Net annual recurring savings is \$55,000.	VA	1.00	R	87,029						87,029
City Manager	Animal Care Services	10	Reduce Animal Service Assistant from 1.0 FTE to .50 FTE	Department Reorganization: Work will be reallocated to existing staff and new Animal Control Officer to support field and shelter operations. Net annual recurring savings is \$55,000.	VC	(0.50)	R	(37,618)						(37,618)
City Manager	Animal Care Services	10	Reduce Animal Service Assistant from 1.0 FTE to .50 FTE	Department Reorganization: Work will be reallocated to existing staff and new Animal Control Officer to support field and shelter operations. Net annual recurring savings is \$55,000.	VC	(0.50)	R	(37,618)						(37,618)
City Manager	Neighborhood Services	10	Eliminate 1.0 FTE Senior Management Analyst	Reduction will require rebalancing of Neighborhood Services work plan and some community outreach will no longer occur.	VC	(1.00)	R	(126,345)						(126,345)
City Manager	Neighborhood Services	10	Eliminate 1.0 FTE Senior Management Analyst	Reduction will require rebalancing of Neighborhood Services work plan and some community outreach will no longer occur.	VC	(1.00)	R	(126,345)						(126,345)
City Manager	Administration	10	Reduce expenditures in a number of non-personnel line items.	Reduces ability to respond to emergency funding requests (e.g., bed bug remediation).			R	(48,500)						(48,500)
City Manager	Administration	10	Reduce expenditures in a number of non-personnel line items.	Reduces ability to respond to emergency funding requests (e.g., bed bug remediation).			R	(48,500)						(48,500)
City Manager	Code Enforcement	10	Eliminate 1.0 FTE Code Enforcement Officer II	Department Reorganization: Work to be absorbed by existing staff and addition of Assistant Planner. Net annual recurring savings is \$9,000.	VC	(1.00)	R	(113,314)						(113,314)

**Legend:**  
FV/H = Filled/Vacant/Hourly  
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**FY 2010 AND FY 2011 ADOPTED BALANCING MEASURES DETAIL**  
(Sorted by Department and Fund)

Department	Program Code	Fund*	Description	Impacts	FV/H	FY 2010 FTE	OT/R	FY 2010 Expenditure Amount	FY 2010 Revenue Amount	FY 2011 FTE	OT/R	FY 2011 Expenditure Amount	FY 2011 Revenue Amount	Two-Year Total
City Manager	Code Enforcement	10	Cost shift 1.0 FTE Assistant Planner from Planning Department - PSC Fund	Department Reorganization: Work to be absorbed by existing staff and addition of Assistant Planner - position transferred from Planning Department. Offset by cut of 1 FTE Code Enforcement Officer. Net annual recurring savings is \$9,000.			R	104,542						104,542
City Manager	Admin	10	Eliminate 1.0 FTE Office Specialist II	Reduce front counter support to City Manager's Office and City Council and clerical support to Code Enforcement Unit.	FC					(1.00)	R	(97,282)		(97,282)
City Manager	Customer Service	10	Eliminate 1.0 FTE Customer Service Specialist III position	Reduce customer service capacity at walk-in counter. May result in longer waits at counter.	VC	(1.00)	R	(90,362)						(90,362)
<b>City Manager Total</b>		<b>10 Total</b>				<b>(3.50)</b>		<b>(329,098)</b>	<b>0</b>	<b>(1.00)</b>		<b>(97,282)</b>	<b>-</b>	<b>(426,380)</b>
Economic Development	Adult Employment; Sustainable Development	10	Reduce various non-personnel line items	Reduced office resources.		<b>(3.50)</b>	R	<b>(329,098)</b>	<b>0</b>	<b>(1.00)</b>		<b>(97,282)</b>	<b>-</b>	<b>(426,380)</b>
Economic Development	Economic Development	10	Reduce professional services contracts in Economic Development.	Reduced marketing efforts.			R	(33,523)						(33,523)
Economic Development	Sustainable Development	10	Reduce professional services contracts in Sustainable Development.	Reduce Green Business certifications.			R	(10,000)						(10,000)
Economic Development	Economic Development	10	Eliminate 1.0 FTE Assistant Management Analyst	Will reduce capacity to administer façade grant program and conduct economic data development.	FC			-		(1.00)	R	(117,141)		(117,141)
<b>Economic Development Total</b>		<b>10 Total</b>				<b>-</b>		<b>(53,032)</b>	<b>-</b>	<b>(1.00)</b>		<b>(117,141)</b>	<b>-</b>	<b>(170,173)</b>
Finance	Central Services	10	Reduce various non-personnel line items	Eliminate funding for books & publications, education; reduce outside printing and binding.		<b>-</b>	R	<b>(53,032)</b>	<b>-</b>	<b>(1.00)</b>		<b>(117,141)</b>	<b>-</b>	<b>(170,173)</b>
Finance	Central Services	10	Eliminate Pedal Express contract funding	Cost of Pedal Express Contract will be reduced. This \$25K reduction is to the General Fund subsidy for the contract.			R	(25,000)						(25,000)
Finance	Admin	10	Eliminate 1.0 FTE Assistant Management Analyst position	Department Reorganization: Reallocating position to newly created Revenue Development Assistant position. Net annual cost increase is \$6,000. Effort will generate new revenue of \$100,000 - so a net gain to the General Fund of \$95,000.	FC	(1.00)	R	(116,071)						(116,071)
Finance	Admin	10	Add 1.0 FTE Revenue Development Specialist position	Department Reorganization: Reallocating position to newly created Revenue Development Specialist position. Net annual cost increase is \$6,000. Effort will generate new revenue of \$100,000 - so a net gain to the General Fund of \$95,000.	VA	1.00	R	121,875						121,875
Finance	Revenue Collection	10	Eliminate 1.0 FTE Field Representative	Department Reorganization: Impact minimized through creation of Revenue Development Assistant.	VC	(1.00)	R	(85,803)						(85,803)

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**FY 2010 AND FY 2011 ADOPTED BALANCING MEASURES DETAIL**  
(Sorted by Department and Fund)

Department	Program	Fund*	Description	Impacts	FV/H	FY 2010 FTE	OT/R	FY 2010 Expenditure Amount	FY 2010 Revenue Amount	FY 2011 FTE	OT/R	FY 2011 Expenditure Amount	FY 2011 Revenue Amount	Two-Year Total
Finance	Admin	10	Recurring new revenue	Increase Business License Tax (BLT) revenue, through shared audit program with City Auditor.			R		(100,000)		R		(100,000)	(200,000)
Finance	Admin	10	Reduce various non-personnel line items	Reduction limits staff training, decreases printing/publication, telephone/pager & office equipment maintenance services			R	(45,020)						(45,020)
Finance	Systems	10	Reduce Banking services funding	Reduction limits number of investment transactions			R	(20,000)						(20,000)
Finance	Billing	10	Cost shift 50% of 1.00 FTE Assistant Management Analyst off of the Refuse Fund onto the General Fund	Restructures funding source to align with position duties.			R	54,482						54,482
Finance	Billing	<b>10 Total</b>				<b>(1.00)</b>		<b>(123,538)</b>	<b>(100,000)</b>				<b>(100,000)</b>	<b>(323,538)</b>
		820	Cost shift 50% of 1.00 FTE Assistant Management Analyst off of the Refuse Fund onto the General Fund	Restructures funding source to align with position duties.			R	(54,482)						(54,482)
Finance	Billing	820	Reduce various non-personnel line items	Reduction decreases advertising, office supplies, messenger and misc. professional services			R	(3,391)						(3,391)
Finance	Billing	820	Transfer Station Lockbox fees	Will reduce the Treasury unit's workload since payments do not have to be manually processed by Treasury staff.			R	15,000						15,000
Finance	Central Services	<b>820 Total</b>				<b>-</b>		<b>(42,873)</b>	<b>-</b>				<b>-</b>	<b>(42,873)</b>
		870	Add Pedal Express contract funding	Cost of Pedal Express Contract will be absorbed into the Central Services Fund (870).			R	25,000						25,000
Finance	General Services	870	Increase funding for postage.	Mail Service charges to departments will increase accordingly.			R	11,250				18,450		29,700
		<b>870 Total</b>				<b>-</b>		<b>36,250</b>	<b>-</b>			<b>18,450</b>	<b>-</b>	<b>54,700</b>
Health	Admin	10	Eliminate 1.0 FTE Senior Management Analyst position	Requires reassignment of Special Events coordination and staffing of the Peace & Justice Commission.	FC	<b>(1.00)</b>		<b>(130,161)</b>	<b>(100,000)</b>			<b>18,450</b>	<b>(100,000)</b>	<b>(311,711)</b>
Health	Admin	10	Cost shift various position labor charges	No service impact - Reallocates funding to another eligible funding source.				52,109						52,109
Health	Environmental Health	10	Eliminate 1.0 FTE vacant Office Specialist II	Reduces clerical support to health inspections/grant reporting. Will use 311 to help with phone traffic and review office procedures to improve efficiency.	VC	<b>(1.00)</b>		(79,124)						(79,124)
Health	Environmental Health	10	New revenue: increase health inspection fees each year	2% increase in health permit and inspection fees to food facilities will offset target reduction in Environmental Health.					(57,000)					(57,000)
Health	Environmental Health	10	Cost shift various position labor charges from other Public Health operating funds to the General Fund total of .85 FTE	No service impact - Reallocates funding to the General Fund - partially offset by other reductions.				79,676						79,676

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**FY 2010 AND FY 2011 ADOPTED BALANCING MEASURES DETAIL**  
(Sorted by Department and Fund)

Department	Program	Fund*	Description	Impacts	F/V/ H	FY 2010 FTE	OT/ R	FY 2010 Expenditure Amount	FY 2010 Revenue Amount	FY 2011 FTE	OT/ R	FY 2011 Expenditure Amount	FY 2011 Revenue Amount	Two-Year Total
Health	Mental Health	10	Eliminate 1.0 FTE Mini Bus Driver - Eliminates SST Bus program - balance of savings in other funds	Eliminate SST (Social Services Transport) shuttle service; City exploring other transportation support options targeting individuals enrolled/participating in City programs; may include subsidy for discount bus passes with community agencies.	FC	(1.00)	R	(87,585)						(87,585)
Health	Mental Health	10	Eliminate Psychiatric Social Worker II	Eliminate staff time allocated to court consultation; discontinued when court relocated to Oakland.	VC	(0.50)	R	(59,377)						(59,377)
Health	Mental Health	10	Reduce Health Services Program Specialist from 1.00 FTE to .50 FTE	No direct service impact reduces administrative support for Alcohol and Other Drugs program coordination in Mental Health Division	FC					(0.50)	R	(66,223)		(66,223)
Health	Mental Health	10	Cost shift non-personnel costs from Short/Doyle Medi-Cal Fund to General Fund	Reduce training, staff development and equipment/operating infrastructure of Mental Health programs.			R	56,193						56,193
Health	Public Health	10	Cost shift various position labor charges to other Public Health operating funds total of 2.40 FTE	No service impact - Reallocates funding to another eligible funding source.			R	(273,876)						(273,876)
Health	Public Health	10	Cost shift various position labor charges from other Public Health operating funds to the General Fund total of 1.10FTE	No service impact - Reallocates funding to the General Fund - partially offset by other reductions.			R	154,935						154,935
Health	Public Health	10	Eliminate 1.0 FTE Public Health Nurse (Funded 70% by the General Fund and 30% by Health (General) Fund)	Reduces public health nursing capacity for home visits and case management.	VC	(0.70)	R	(70,257)						(70,257)
Health	Public Health	10	Reduce various non-personnel line items	Department will use remaining non-personnel funds to cover expenditures.			R	(12,729)						(12,729)
Health	Public Health	10	Eliminate One Supervising Public Health Nurse (on both General Fund, 9%and the Health (General) Fund, 91%)	Reduces services in Early Periodic Screening Diagnosis Treatment, Child Health Disability Prevention, and Maternal Child Health programs.	VC	(0.09)	R	(15,480)						(15,480)
Health	Aging Services	10	Reduce 1.0 FTE Senior Service Aide to .80 FTE (budgeted at full cost in baseline)	Position reduced in FY 2009 to coincide with reorganization of Meals program.	FC	(0.20)	R	(17,104)						(17,104)
Health	Aging Services	10	Cost shift 50% of 1.0 FTE Senior Service Assistant from Senior Nutrition (Title III) Grant onto new (010) revenue derived from the recaptured meal donations.	Program reorganization provides new revenue for this position.			R	47,253						47,253
Health	Aging Services	10	New revenue: recaptured congregate and delivered meal donations	Program reorganization redirects revenues not going to community agency to support resumption of City operated meal delivery.			R		(150,000)					(150,000)

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**FY 2010 AND FY 2011 ADOPTED BALANCING MEASURES DETAIL**  
(Sorted by Department and Fund)

Department	Program	Fund*	Description	Impacts	FV/H	FY 2010 FTE	OT/R	FY 2010 Expenditure Amount	FY 2010 Revenue Amount	FY 2011 FTE	OT/R	FY 2011 Expenditure Amount	FY 2011 Revenue Amount	Two-Year Total
Health	Aging Services	10	Add two hourly staff to do portable meals delivery.	Program Reorganization: Portable meals were previously delivered by Project Open Hand. They are no longer providing that service in FY 2010. The City will resume responsibility for meal delivery using hourly staff - cost offset by donation revenue.	HA	0.78	R	50,000						50,000
Health	Aging Services	10	Reduce one Senior Service Assistant from 1.0 FTE to .75 FTE	Reduces service capacity to seniors; work will be reallocated to existing staff. Will increase wait times for case management services.	FC	(0.25)	R	(25,426)						(25,426)
Health	Aging Services	10	Reduce 1.0 FTE Mini bus Driver to a .80 FTE position	Service demand does not require a driver for full day. Will reduce some client trips.	FC	(0.20)	R	(17,977)						(17,977)
Health	Youth Employment	10	Eliminate vacant Community Service Specialist II	Program restructuring/improvement will not require this position.	VC	(1.00)	R	(115,011)						(115,011)
Health	Public Health	<b>10 Total</b>			VC	<b>(4.16)</b>		<b>(333,780)</b>	<b>(207,000)</b>	<b>(1.50)</b>		<b>(225,239)</b>	<b>-</b>	<b>(766,019)</b>
Health	Public Health	55	Eliminate one, full time Public Health Nurse, funded 70% by the General Fund and 30% by Health (General) Funds	Reduces public health nursing capacity for home visits and case management.	VC	(0.30)	R	(30,110)						(30,110)
Health	Public Health	55	Eliminate one Community Health Worker (55% on Health (General) and 45% on CFP Title X funding)	Work has been reassigned to align with funding.	VC	(0.55)	R	(53,192)						(53,192)
Health	Public Health	55	Eliminate one half-time Health Services Program Specialist on the Health (General) Fund	Grant funding reduced. Aligns staffing with available grant resources	VC	(0.50)	R	(58,203)						(58,203)
Health	Public Health	55	Cost shift various position labor charges from other operating funds to the Health Fund total of 3.10 FTE	No service impact - Reallocates funding to an eligible funding source.			R	277,054						277,054
Health	Public Health	55	Eliminate one Community Health Worker Specialist on the Health (General) Fund	HIV Grant program ended in FY 2008. Decreases outreach/education capacity.	VC	(1.00)	R	(80,687)						(80,687)
Health	Public Health	55	Eliminate one Public Health Nurse (50% on Public Health Realignment Fund and 50% on the Health (General) Fund)	Reduces cost load on Public Health Realignment Fund; reduces capacity for home visits and case management services.	VC	(0.50)	R	(61,669)						(61,669)
Health	Public Health	55	Eliminate One Supervising Public Health Nurse (on both General Fund, 9% and the Health (General) Fund, 91%)	Reduces services in Early Periodic Screening Diagnosis Treatment, Child Health Disability Prevention, and Maternal Child Health programs.	VC	(0.91)	R	(156,520)						(156,520)
Health	Admin	<b>55 Total</b>				<b>(3.76)</b>		<b>(163,327)</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>(163,327)</b>
Health	Admin	56	Cost shift labor charges from Short/Doyle Medi-Cal Fund to Targeted Case Management/ Linkages Fund, .4 FTE	No service impact - Reallocates funding to another eligible funding source.			R	38,410						38,410

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**FY 2010 AND FY 2011 ADOPTED BALANCING MEASURES DETAIL**  
(Sorted by Department and Fund)

Department	Program	Fund*	Description	Impacts	FV/H	FY 2010 FTE	OT/R	FY 2010 Expenditure Amount	FY 2010 Revenue Amount	FY 2011 FTE	OT/R	FY 2011 Expenditure Amount	FY 2011 Revenue Amount	Two-Year Total
Health	Admin	56	Cost shift 25% of an Assist. Management Analyst from the Public Health Realignment Fund to Targeted Case Management/Linkages Fund	No service impact - Reallocates funding to another eligible funding source.			R	26,621						26,621
Health	Mental Health	<b>56 Total</b> 61	Cost shift 10% of Mental Health Program Supervisor from Short/Doyle Medi-Cal Fund to Alameda County Tay Tip Fund	No direct service impact; will reduce funds available for expansion of services; requires County approval of contract amendment.			R	65,031 15,135	-				-	65,031 15,135
Health	Mental Health	<b>61 Total</b> 63	Cost shift various position labor charges from the Mental Health Fund to the Mental Health Services Act (MHSA) operating fund total of 4.65 FTE	Service impacts vary as shift will require some duties funded by previous funding source to change, as new duties emerge under the MHSA Fund requirements. Some are revenue sensitive positions that shift support from direct services to early intervention/prevention activities; some labor shifts reduce staff & intern training support; increases workforce development capacity. Requires approval of amendment to Mental Health Services Act Plan by State Department of Mental Health.			R	15,135 609,284	\$0				-	15,135 609,284
Health	Mental Health	<b>63 Total</b> 65	Eliminate Office Specialist II	Loss of clerical support; workload has been absorbed by existing staff	VC	(1.00)	R	609,284 (75,085)	\$0				-	609,284 (75,085)
Health	Mental Health	65	Eliminate Information System Specialist	Loss of information tech support for Health systems development and stand-alone applications in department to be absorbed by Information Technology Department.	FC	(1.00)	R	(123,315)						(123,315)
Health	Mental Health	65	Eliminate Psychiatrist III	Revenue sensitive positions; reduction in psychiatrist hours for medication support to be provided by Nurse Practitioners.	HC	(0.60)	R	(127,752)						(127,752)
Health	Mental Health	65	Eliminate Mental Health Clinician II time	Revenue sensitive positions; reduces clinical support for walk-in crisis services at Adult and Children's clinics.	HC	(2.00)	R	(124,808)						(124,808)
Health	Mental Health	65	Cost shift various position labor charges from the Mental Health Fund to the Mental Health Services Act (MHSA) operating fund total of 4.54 FTE	Service impacts vary as shift will require some duties funded by previous funding source to change, as new duties emerge under the MHSA Fund requirements. Some are revenue sensitive positions that shift support from direct services to early intervention/prevention				(609,452)						(609,452)
Health	Mental Health	65	Eliminate operating costs for Social Services Transport	Eliminate SST (Social Services Transport) shuttle service; City exploring other transportation support options targeting individuals enrolled/participating in City programs; may include subsidy for discount bus passes with community agencies.			R	(46,790)						(46,790)

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**FY 2010 AND FY 2011 ADOPTED BALANCING MEASURES DETAIL**  
(Sorted by Department and Fund)

Department	Program	Fund*	Description	Impacts	FV/H	FY 2010 FTE	FY 2010 OT/R	FY 2010 Expenditure Amount	FY 2010 Revenue Amount	FY 2011 FTE	OT/R	FY 2011 Expenditure Amount	FY 2011 Revenue Amount	Two-Year Total
Health	Admin	65	Cost shift 20% of an Accounting Office Specialist III from Medical (Short/Doyle) to Linkages Targeted Case Management Fund	No service impact - Reallocates funding to another eligible funding source.			R	(19,205)						(19,205)
Health	Mental Health	65	Cost shift non-personnel costs from Short/Doyle Med-Cal Fund to General Fund	Reduce training, staff development and equipment/operating infrastructure of Mental Health programs.			R	(56,193)						(56,193)
Health	Mental Health	65	Reduce non-personnel costs	Reduce training, staff development and equipment/operating infrastructure of Mental Health programs.			R	(248,100)						(248,100)
Health		<b>65 Total</b>				(4.60)		(1,430,700)	-	-		-	-	(1,430,700)
Health	Mental Health	66	Cost shift .39 of a various positions rom Short/Doyle Medi-Cal Fund to Early Periodic Screening Diagnosis & Treatment Fund.	Reduce funds available for expansion of services.			R	54,415						54,415
Health	Aging Services	<b>66 Total</b>				-		(47,253)	-	-		-	-	(47,253)
Health		85	Cost shift 50% of Senior Service Assistant on to new General Fund revenue derived from donation revenue recapture.	Donation revenue is approximately \$150,000 and will cover this cost shift.										
Health	Public Health	<b>85 Total</b>				-		(47,253)	-	-		-	-	(47,253)
Health		86	Eliminate 1.0 FTE Community Health Worker (55% on Health (General) and 45% on CFP Title X funding)	Work has been reassigned to align with funding.	VC	(0.45)	R	(43,520)						(43,520)
Health	Public Health	<b>86 Total</b>				(0.45)		(43,520)	-	-		-	-	(43,520)
Health		165	Cost shift 5% of a Senior Health Services Program Specialist from the Public Health Realignment fund to the Alameda County Grants Fund	No service impact - Reallocates funding to another eligible funding source.				7,252						7,252
Health	Public Health	<b>165 Total</b>				-		7,252	-	-		-	-	7,252
Health		228	Cost shift various labor costs from the Alameda County Children & Family Commission Fund to the General Fund and other Public Health funds.	Moves costs off of canceled County Every Child Counts grant to other eligible funding sources. Shifts duties to fit with funding source/program.			R	(325,374)						(325,374)
Health	Public Health	<b>228 Total</b>				-		(325,374)	-	-		-	-	(325,374)
Health		958	Cost shift various labor costs off the Public Health Realignment fund to other Public Health funds.	Reduces capacity for direct services in Public Health. Reallocates funding to another eligible funding source.			R	(106,916)						(106,916)
Health	Public Health	958	Eliminate one Public Health Nurse (50% on Public Health Realignment Fund and 50% on the Health (General) Fund	Reduces cost load on Public Health Realignment Fund; reduces capacity for home visits and case management services.	VC	(0.50)	R	(61,669)						(61,669)

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Department	Program	Fund*	Description	Impacts	F/V/ H	FY 2010 FTE	OT/ R	FY 2010 Expenditure Amount	FY 2010 Revenue Amount	FY 2011 FTE	OT/ R	FY 2011 Expenditure Amount	FY 2011 Revenue Amount	Two-Year Total
Health	Environmental Health	964	Cost shift 23% of an OSII from the Abandoned Auto Abatement Fund to the PH Realignment Fund	No service impact - Reallocates funding to another eligible funding source.		(0.50)	R	(168,585)	-	-		0	-	(168,585)
<b>Health Total</b>		<b>964 Total</b>						<b>19,932</b>	<b>(207,000)</b>	<b>(1.50)</b>		<b>(225,239)</b>	<b>-</b>	<b>(2,173,729)</b>
Housing & Community Services	Paratransit & Commission on Early Childhood Education	10	Eliminate .50 FTE Community Services, Specialist II. Funded 62% from General Fund, 6% from CDBG Fund, and 32% from Measure B - Paratransit	Shift Paratransit Program to Associate Management Analyst and existing staff. Will reduce the capacity to staff Commission on Early Childhood Education and monitor child care agency contracts.	VC	(13.47) (0.31)	R	(1,741,490) (38,607)						(38,607)
Housing & Community Services	Program Planning & Paratransit	10	Cost shift 10% of Associate General Analyst from General Fund to Community Development Block Grant Fund	No service impact - Reallocates funding to another eligible funding source.			R	(15,437)						(15,437)
Housing & Community Services	Housing & Community Services Development	10	Cost shift 25% of Community Development Project Coordinator from General Fund to CDBG	Cost shifts will result in net General Fund savings. These are eligible CDBG labor costs.								(52,608)		(52,608)
<b>Housing &amp; Community Services Total</b>		<b>10 Total</b>				<b>(0.31)</b> 0.40		<b>(54,044)</b> 49,815	<b>-</b>	<b>-</b>		<b>(52,608)</b>	<b>-</b>	<b>(106,652)</b> 49,815
Housing & Community Services	Program Planning	45	Add temporary 1.0 FTE Community Services Specialist II (Funded 40% from Emergency Shelter Grant Program fund and 60% from Community Development Block Grant fund)	Federal Stimulus: Temporary position will provide program development support for Emergency Shelter Grant and Community Development Block Grant economic stimulus funding. Position is eliminated after FY 2010.	VA									
<b>Housing &amp; Community Services Total</b>		<b>45 Total</b>				<b>0.40</b>		<b>49,815</b>	<b>-</b>	<b>-</b>		<b>(5,856)</b>	<b>-</b>	<b>49,815</b> (5,856)
Housing & Community Services	Housing & Community Services Rehabilitation	254	Reduce Assistant Architect from 1.0 FTE to .50 FTE. (various funding sources)	Reduce capacity to assist community agencies with project management to carry out public facilities projects.	FC					(0.04)				
<b>Housing &amp; Community Services Total</b>		<b>254 Total</b>						<b>49,815</b>	<b>-</b>	<b>(0.04)</b>		<b>(5,856)</b>	<b>-</b>	<b>(5,856)</b>
Housing & Community Services	Housing & Community Services Rehabilitation	354	Reduce Assistant Architect from 1.0 FTE to .50 FTE. (various funding sources)	Reduce capacity to assist community agencies with project management to carry out public facilities projects.	FC									
<b>Housing &amp; Community Services Total</b>		<b>354 Total</b>						<b>21,311</b>	<b>-</b>	<b>(0.15)</b>		<b>(21,962)</b>	<b>-</b>	<b>(21,962)</b>
Housing & Community Services	Housing & Community Services Rehabilitation	354	Cost shift 15% of Assistant Architect from Community Development Block Grant Fund to LIHEAP Fund	Work effort of this position will be re-directed into new activities created by new Weatherization funds coming from the State.										21,311
<b>Housing &amp; Community Services Total</b>		<b>354 Total</b>						<b>21,311</b>	<b>-</b>	<b>(0.15)</b>		<b>(21,962)</b>	<b>-</b>	<b>(651)</b>

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**FY 2010 AND FY 2011 ADOPTED BALANCING MEASURES DETAIL**  
(Sorted by Department and Fund)

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Housing & Community Services	Paratransit & Commission on Early Childhood Education	370	Eliminate .50 FTE Community Services Specialist II. Funded 62% from General Fund, 5% from CDBG Fund, and 15% from Measure B - Paratransit	Shift Paratransit Program to Associate Management Analyst and existing staff. Will reduce the capacity to staff Commission on Early Childhood Education and monitor child care agency contracts.	VC	(0.03)	R	(3,736)				-		(3,736)
Housing & Community Services	Program Planning	370	Add temporary 1.0 FTE Community Services Specialist II (Funded 40% from Emergency Shelter Grant Program fund and 60% from Community Development Block Grant fund)	Federal Stimulus: Temporary position will provide program development support for Emergency Shelter Grant and Community Development Block Grant economic stimulus funding. Position is eliminated after FY 2010.	VA	0.60	OT	74,722						74,722
Housing & Community Services	Program Planning & Paratransit	370	Cost shift 10% of Associate Management Analyst from General Fund to Community Development Block Grant Fund	Cost shifts will result in net General Fund savings.			R	15,437						15,437
Housing & Community Services	Housing & Community Services Rehabilitation	370	Cost shift 15% of Assistant Architect from Community Development Block Grant Fund to LIHEAP Fund	Work effort of this position will be re-directed into new activities created by new Weatherization funds coming from the State.				(21,311)						(21,311)
Housing & Community Services	Hsg. Rehab.	370	Reduce Assistant Architect from 1.0 FTE to .50 FTE.	Reduce capacity to assist community agencies with project management to carry out public facilities projects.	FC					(0.31)		(45,388)		(45,388)
Housing & Community Services	Housing & Community Services Development	370	Cost shift .25% of Community Development Project Coordinator from General Fund to CDBG	Cost shifts will result in net General Fund savings. These are eligible CDBG labor costs.								52,608		52,608
Housing & Community Services	Paratransit & Commission on Early Childhood Education	<b>370 Total</b>				<b>0.57</b>		<b>65,112</b>	<b>-</b>	<b>(0.31)</b>		<b>7,220</b>	<b>-</b>	<b>72,332</b>
Housing & Community Services	Paratransit & Commission on Early Childhood Education	393	Eliminate .50 FTE Community Services Specialist II. Funded 62% from General Fund, 6% from CDBG Fund, and 32% from Measure B - Paratransit	Shift Paratransit Program to Associate Management Analyst and existing staff. Will reduce the capacity to staff Commission on Early Childhood Education and monitor child care agency contracts.	VC	(0.16)		(19,926)						(19,926)
Housing & Community Services	Human Resources	<b>393 Total</b>				<b>0.50</b>		<b>62,288</b>	<b>-</b>	<b>(0.50)</b>		<b>(73,206)</b>	<b>-</b>	<b>(10,938)</b>
Housing & Community Services	Recruitment	10	Eliminate 1.0 FTE Senior Human Resource Analyst	Will delay completing classification studies which will be performed by less experienced staff; responding to desk audit requests with time limits established in labor contracts; and in completing compensation studies that support the labor relations program	FC					(1.00)	R	(169,540)		(169,540)
Housing & Community Services	<b>Human Resources Total</b>	<b>10 Total</b>				<b>-</b>		<b>-</b>	<b>-</b>	<b>(1.00)</b>		<b>(169,540)</b>	<b>-</b>	<b>(169,540)</b>
Housing & Community Services	Network Operations	10	Eliminate 1.0 FTE Senior Information Systems Specialist position	Department Reorganization: Reallocation of duties amongst existing staff. A portion of the email administration duties once covered by this position will be automated.	VC	(1.00)	R	(105,488)						(105,488)

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(Sorted by Department and Fund)

Department	Program	Fund*	Description	Impacts	FV/H	FY 2010 FTE	OT/R	FY 2010 Expenditure Amount	FY 2010 Revenue Amount	FY 2011 FTE	OT/R	FY 2011 Expenditure Amount	FY 2011 Revenue Amount	Two-Year Total
Information Technology	Business Applications	10	Eliminate 1.0 FTE Application Programmer Analyst II position.	Department Reorganization: Reallocation of APA II position to APA I. Net savings of \$10,000.	VC	(1.00)	R	(122,210)						(122,210)
Information Technology	Business Applications	10	Add 1.0 FTE Application Programmer Analyst I	Department Reorganization: Reallocation of APA II position to APA I. Net savings of \$10,000.	VA	1.00	R	111,987						111,987
Information Technology	Network Operations	10	Eliminate 1.0 FTE Supervising Systems Analyst by 12/31/10.	Department Reorganization: Supervisory and administrative duties will be streamlined and reassigned.	FC		R			(1.00)		(103,290)		(103,290)
Information Technology	Business Applications	10	Eliminate 1.0 FTE Supervising Systems Analyst by 12/31/10.	Department Reorganization: Supervisory and administrative duties will be streamlined and reassigned.	FC		R			(1.00)		(97,778)		(97,778)
Information Technology	Network Operations	10	Eliminate 1.0 FTE Senior Information Systems Specialist position.	Department Reorganization: Two divisions formerly supervised by Supervising Systems Analysts will be split into four smaller units supervised by senior systems analysts. Proposed transition begins 07/01/10 to allow for adequate coaching from incumbents.	FC					(1.00)		(115,531)		(115,531)
Information Technology	Network Operations	10	Add 1.0 FTE Senior Systems Analyst position (promotional) starting 07/01/10.	Department Reorganization: Two divisions formerly supervised by Supervising Systems Analysts will be split into four smaller units supervised by senior systems analysts. Proposed transition begins 07/01/10 to allow for adequate coaching from incumbents.	VA					1.00		138,240		138,240
Information Technology	Network Operations	10	Eliminate 1.0 FTE Senior Information Systems Specialist position.	Department Reorganization: Restructuring of duties and position classifications to accommodate position reductions. Overall reorganization savings to the General Fund by year 3 = \$386,000.	FC					(1.00)		(115,531)		(115,531)
Information Technology	Network Operations	10	Add 1.0 FTE Senior Systems Analyst position (promotional) starting 07/01/10.	Department Reorganization: Restructuring of duties and position classifications to accommodate position reductions. Overall reorganization savings to the General Fund by year 3 = \$386,000.	VA					1.00		138,240		138,240
Information Technology	Business Applications	10	Eliminate Programmer Analyst II position.	Department Reorganization: Restructuring of duties and position classifications to accommodate position reductions. Overall reorganization savings to the General Fund by year 3 = \$386,000.	FC					(1.00)		(122,210)		(122,210)
Information Technology	Business Applications	10	Add Senior Systems Analyst position (promotional) 07/01/10.	Department Reorganization: Restructuring of duties and position classifications to accommodate position reductions. Overall reorganization savings to the General Fund by year 3 = \$386,000.	VA					1.00		138,240		138,240
Information Technology	Business Applications	10	Eliminate 1.0 FTE Application Programmer Analyst II position.	Department Reorganization: Restructuring of duties and position classifications to accommodate position reductions. Overall reorganization savings to the General Fund by year 3 = \$386,000.	FC					(1.00)		(122,210)		(122,210)

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**FY 2010 AND FY 2011 ADOPTED BALANCING MEASURES DETAIL**  
(Sorted by Department and Fund)

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Information Technology	Business Applications	10	Add 1.0 FTE Senior Systems Analyst position (promotional) 07/01/10.	Department Reorganization: Restructuring of duties and position classifications to accommodate position reductions. Overall reorganization savings to the General Fund by year 3 = \$386,000.	VA	1.00				1.00		138,240		138,240
Information Technology	Network Operations	10	Eliminate 1.0 FTE Information Systems Specialist position.	Department Reorganization: Restructuring of duties and position classifications to accommodate position reductions. Overall reorganization savings to the General Fund by year 3 = \$386,000.	FC					(1.00)		(104,770)		(104,770)
Information Technology	Network Operations	10	Add to 1.0 FTE Senior Information Systems Specialist position (promotional)	Department Reorganization: Restructuring of duties and position classifications to accommodate position reductions. Overall reorganization savings to the General Fund by year 3 = \$386,000.	VA	1.00				1.00		115,531		115,531
Information Technology	Network Operations	10	Eliminate 1.0 FTE Information Systems Specialist position.	Department Reorganization: Restructuring of duties and position classifications to accommodate position reductions. Overall reorganization savings to the General Fund by year 3 = \$386,000.	FC					(1.00)		(104,770)		(104,770)
Information Technology	Network Operations	10	Add to 1.0 FTE Senior Information Systems Specialist position (promotional)	Department Reorganization: Restructuring of duties and position classifications to accommodate position reductions. Overall reorganization savings to the General Fund by year 3 = \$386,000.	VA	1.00				1.00		115,531		115,531
Information Technology	Business Applications	10	Eliminate 1.0 FTE Application Programmer Analyst I position.	Department Reorganization: Restructuring of duties and position classifications to accommodate position reductions. Overall reorganization savings to the General Fund by year 3 = \$386,000.	FC					(1.00)		(111,987)		(111,987)
Information Technology	Business Applications	10	Add 1.0 FTE Application Programmer Analyst II position.	Department Reorganization: Restructuring of duties and position classifications to accommodate position reductions. Overall reorganization savings to the General Fund by year 3 = \$386,000.	VA	1.00				1.00		122,210		122,210
Information Technology	Network Operations	10	Create 1.0 FTE Information Systems Support Technician position by 07/01/11	Department Reorganization: Restructuring of duties and position classifications to accommodate position reductions. Overall reorganization savings to the General Fund by year 3 = \$386,000.	VA	1.00				1.00		92,368		92,368
<b>Information Technology</b>	<b>Admin</b>	<b>10 Total</b>				<b>(1.00)</b>		<b>(115,711)</b>	<b>\$0</b>	<b>(1.00)</b>		<b>523</b>	<b>-</b>	<b>(115,188)</b>
Library	Admin	301	Eliminate 1.0 FTE Office Specialist II	Potential delays to reimbursements, refunds, and billings.	VC	(1.00)	R	(79,241)	\$0	(1.00)		523	-	(115,188)
Library	Facilities	301	Eliminate 1.0 FTE Building Maintenance Mechanic	Limited coverage of facility related emergencies and increased contractor usage.	VC	(1.00)	R	(105,399)						(105,399)
Library	Children & Teen Services	301	Eliminate .50 FTE Library Assistant	Potential program scale backs or elimination to selected public programs.	VC	(0.50)	R	(41,445)						(41,445)
Library	Reference	301	Eliminate .50 FTE Library Assistant	Berkeley Information Network.- Realignment of duties within department.	VC	(0.50)	R	(38,960)						(38,960)

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(Sorted by Department and Fund)

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Library	Circulation	301	Eliminate 1.0 FTE Library Assistant	Potential program scale backs or elimination to selected public programs.	VC	(1.00)	R	(80,830)						(80,830)
Library	Circulation	301	Eliminate .50 FTE Library Assistant	Potential program scale backs or elimination to selected public programs.	VC	(0.50)	R	(38,748)						(38,748)
Library	Children & Teen Services	301	Eliminate 1.0 FTE Librarian II	Potential program scale backs or elimination to selected public programs.	VC	(1.00)	R	(102,911)						(102,911)
Library	Technical Services & Collection Management	301	Eliminate 1.0 FTE Librarian II	Potential program scale backs or elimination to selected public programs.	VC	(1.00)	R	(68,807)						(68,807)
Library	Children & Teen Services	301	Add .50 FTE Librarian I	Will partially offset elimination of Librarian II in same program.	VA	0.50	R	49,091						49,091
Library	Various	301	Reduce various non-personnel line items	Department will use remaining non-personnel funds to cover expenditures.			R	(87,004)						(87,004)
Library	Library	301	Reduce principal and interest payments for self-checkout system loan	Budgeted amount no longer needed - loan will be paid as of the end of FY 2009.			R	(114,316)						(114,316)
Library	Various	301	Add funding for landscape services at branch libraries and for credit card services	Funds needed to cover increased expenditures.			R	62,750						62,750
Library	Library	<b>301 Total</b>				<b>(6.00)</b>		<b>(645,820)</b>	<b>\$0</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>(645,820)</b>
Library	Library	302	Increase funding for database software contract and delivery services	Cover increased costs for program data processing/delivery				33,000						33,000
Library	Library	<b>302 Total</b>				<b>-</b>		<b>33,000</b>	<b>\$0</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>33,000</b>
Library	Library	305	Increase public copier contract costs	Funds needed to cover copier costs.				44,500						44,500
Library	Library	<b>305 Total</b>				<b>-</b>		<b>44,500</b>	<b>\$0</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>44,500</b>
Parks Recreation & Waterfront	Recreation	10	Eliminate hourly Office Specialist II position in Recreation Administration	Department to shift duties to newly created Office Specialist II position funded 50% by Camps Fund and 50% by Parks Tax Fund.	HC	(6.00)	R	(568,320)	<b>\$0</b>					<b>(568,320)</b>
Parks Recreation & Waterfront	Recreation	10	New revenue from 14% fee increase for Recreation Programs	Additional revenue needed for increasing personnel costs, online registration system, and higher utility costs.			R					(127,498)		(127,498)
Parks Recreation & Waterfront	Recreation	10	Eliminate Youth Services Advisor position from Young Adult Program (total of 2 FTE over 2 years)	Program Reorganization: work will be absorbed by Recreation Coordinators. The department is assessing the service delivery model for at risk youth that ties with 2020 Vision.	VC	(1.00)	R	(101,460)						(101,460)
Parks Recreation & Waterfront	Recreation	10	Eliminate Youth Services Advisor position from Young Adult Program (total of 2 FTE over 2 years)	Program Reorganization: work will be absorbed by Recreation Coordinators. The department is assessing the service delivery model for at risk youth that ties with 2020 Vision.	FC					(1.00)	R	(101,460)		(101,460)
Parks Recreation & Waterfront	Recreation	10	Add funds for community agency contract for professional case management	Program reorganization: create a more strategic approach to meeting the 2020 Vision. Serve 25 - 30 kids to start and then grow based on case composition.							R	35,000		35,000

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Parks Recreation & Waterfront	Recreation	10	Eliminate 1.0 FTE Aquatics Facilities Coordinator. Department operational reorganization to increase efficiency.	Existing Aquatics Facilities Supervisors will be increased by .25 FTE each and the work will be absorbed by those positions.	FC	(1.00)	R	(113,882)						(113,882)
Parks Recreation & Waterfront	Recreation	10	Add .50 FTE to make 2 Aquatics Facilities Supervisor full time. Department operational reorganization to increase efficiency.	These positions along with the Recreation Program Supervisor will absorb the duties of the Aquatics Coordinator.	FA	0.50	R	46,508						46,508
Parks Recreation & Waterfront	Recreation	10	City Pools cost reductions	Pending the City-wide Pools Task Force recommendations and the possible passage of a bond measure in June 2010, review pool capital needs, fees and operational adjustments.			R					(80,000)		(80,000)
		<b>10 Total</b>				<b>(1.90)</b>		<b>(192,683)</b>	<b>-</b>	<b>(1.00)</b>		<b>(146,460)</b>	<b>(127,498)</b>	<b>(466,641)</b>
Parks Recreation & Waterfront	Recreation	330	Add 1.0 FTE Office Specialist II position in Recreation Administration (50% funded by Camps Fund and remaining 50% funded by Parks Tax)	This position will handle customer service including all registrations for recreation and aquatics programs; camps and parks reservations. Position replaces hourly position previously funded by General Fund.	VA	0.50	R	40,353						40,353
Parks Recreation & Waterfront	Recreation	450	Add 1.0 FTE Office Specialist II position in Recreation Administration (50% funded by Camps Fund and remaining 50% funded by Parks Tax)	This position will handle customer service including all registrations for recreation and aquatics programs; camps and parks reservations. Position replaces hourly position previously funded by General Fund.	VA	0.50	R	40,353						40,353
Parks Recreation & Waterfront	IT	450	Add a 1.0 FTE IT Specialist (60% funded by Parks Tax and 40% funded by Marina Fund)	This position will focus on the department's current IT needs including creating a new tree inventory, GIS and the Marina management software.	VA	0.60	R	62,614						62,614
Parks Recreation & Waterfront	Admin	450	Add 1.0 FTE Associate Management Analyst (60% funded by Parks Tax and remaining 40% funded by Marina Fund)	This position will provide much needed analyst support in the Administration Services Division.	VA					0.60	R	78,709		78,709
		<b>450 Total</b>				<b>1.10</b>		<b>102,967</b>	<b>-</b>	<b>0.60</b>		<b>78,709</b>	<b>-</b>	<b>181,676</b>
Parks Recreation & Waterfront	Admin	825	Add 1.0 FTE Associate Management Analyst (60% funded by Parks Tax and remaining 40% funded by Marina Fund)	This position will provide much needed analyst support in the Administration Services Division.	VA		R			0.40	R	52,473		52,473
Parks Recreation & Waterfront	IT	825	Add a 1.0 FTE IT Specialist (60% funded by Parks Tax and 40% funded by Marina Fund)	This position will focus on the department's current IT needs including creating a new tree inventory, GIS and the Marina management software.	VA	0.40	R	41,743						41,743

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Parks Recreation & Waterfront	Marina	825	Eliminate 4th of July event	Cost savings from the July 4th event will be reallocated to fund critical deferred maintenance to docks, including pile and float replacement.								(80,000)		(80,000)
Parks Recreation & Waterfront	Parks	825	Eliminate 1.0 FTE Office Specialist III	Minimal impact as position will be replaced by an Associate Management Analyst	FC		R	(97,623)		(1.00)				(97,623)
<b>Parks Recreation &amp; Waterfront Total</b>		<b>825 Total</b>				<b>0.40</b>		<b>41,743</b>	<b>-</b>	<b>(0.60)</b>		<b>(125,150)</b>	<b>-</b>	<b>(83,407)</b>
Planning	Admin	10	Eliminate 1.0 FTE Administrative Secretary (28% funded by General Fund and remaining 72% funded by Permit Service Center Fund)	Will result in delay in work items and customer response.	FC	<b>0.10</b> (0.28)	R	<b>(7,620)</b> (30,467)	<b>-</b>	<b>(1.00)</b>		<b>(192,901)</b>	<b>(127,498)</b>	<b>(328,019)</b> (30,467)
Planning	Policy Planning	10	Cost shift 16% of Land Use Planning Manager from Permit Service Center Fund to General Fund	Offsets General Fund savings from Administrative Secretary elimination.			R	30,467						30,467
Planning	Advanced Planning	10	Reduce Senior Planner from 1.0 FTE to .50 FTE.	Reduces availability of support to the Landmarks Preservation Commission and other citizens engaged in identifying preserving historical buildings.	VC	(0.50)	R	(79,974)						(79,974)
Planning	Sustainable Development	10	Fund 50% of 1.0 FTE Senior Management Analyst with grant funds.	If grant funding is not available - other cost reduction measures will be taken.								(76,681)		(76,681)
<b>Planning Total</b>		<b>10 Total</b>				<b>(0.78)</b>		<b>(79,974)</b>	<b>-</b>	<b>-</b>		<b>(76,681)</b>	<b>-</b>	<b>(156,655)</b>
Planning	Planning Department	833	Funding request for annual building lease increase	Funding needed to keep up with annual increases in building lease costs			OT	34,283				52,703		86,986
Planning	Green Building	833	Reduced budget for outside contractor to administer the program	Advantageous to have program administered in-house in terms of efficiency and convenience for customers.			OT	(93,159)				(85,882)		(179,041)
Planning	Plan Check	833	Reduce Overtime budget	Staff overtime will not be required with expected drop in development projects.			R	(50,000)						(50,000)
Planning	Plan Check	833	Reduce plan check contract	Aligning budget with expected drop in development projects.			R	(200,000)						(200,000)
Planning	Private Sewer Lateral Inspections	833	Eliminate hourly Building Inspector	Reallocate work assignments to existing staff. Potential delay in building inspections	HC	(0.48)	R	(45,876)						(45,876)
Planning	Payroll/Purchasing	833	Cost shift 11% of Accounting Office Specialist III from Permit Service Center Fund to Unified Program (CUPA) Fund.	No service impact - Reallocates funding to another eligible funding source.			R	(12,434)						(12,434)
Planning	Admin	833	Eliminate 1.0 FTE Administrative Secretary (28% funded by General Fund and remaining 72% funded by Permit Service Center Fund)	Reallocate work assignments to existing staff and delay in work items and customer response.	FC	(0.72)	R	(90,469)						(90,469)
Planning	Permit Center	833	Eliminate 1.0 FTE Office Specialist Supervisor	Shift work to existing staff resulting in potential reductions in customer service at Permit Service Center.	FC	(1.00)	R	(133,464)						(133,464)

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Planning	Admin	833	Cost shift 10% of Office Specialist II from Unified Program (CUPA) Fund to Permit Service Center Fund.	No service impact - Reallocates funding to another eligible funding source.			R	10,985						10,985
Planning	Policy Planning	833	Cost shift 16% of Land Use Planning Manager from Permit Service Center Fund to General Fund	No service impact - Reallocates funding to another eligible funding source.			R	(35,204)						(35,204)
Planning	IT Support	833	Cost shift 50% of Senior Information Systems Specialist from Permit Service Center Fund to General Fund	No service impact - Reallocates funding to another eligible funding source.			R	(77,470)						(77,470)
Planning	Land Use	833	Eliminate 1.0 FTE Senior Planner	Shift work to existing staff and possible increase in permit review time.	VC	(1.00)	R	(147,181)						(147,181)
Planning	Inspections	833	Eliminate 1.0 FTE Building Inspector II	Shift work to existing staff and possible delay in building inspections	FC	(1.00)	R	(163,015)						(163,015)
Planning	Soft Story	833	Eliminate 1.0 FTE Senior Management Analyst	Soft Story Retrofit program will be severely curtailed.	FC	(1.00)	R	(177,524)						(177,524)
Planning	Land Use	833	Cost shift 100% of Assistant Planner from Permit Service Center Fund to General Fund	Reallocate work assignments to existing staff, possible increase in permit review time. Position moved to City Manager's Office - Code Enforcement Unit.			R	(104,542)						(104,542)
Planning	Payroll/Purchasing	<b>833 Total</b> 845	Cost shift 11% of Accounting Office Specialist III to Fund 845 (Unified Program CUPA).	No service impact - Reallocates funding to another eligible funding source.		(5.20)	R	(1,285,070)				(33,179)	-	(1,318,249)
Planning	Admin	845	Cost shift 10% of Office Specialist II from Unified Program (CUPA) Fund to Permit Service Center Fund.	No service impact - Reallocates funding to another eligible funding source.			R	(10,985)						(10,985)
<b>Planning Total</b> Police	Admin	<b>845 Total</b> 10	Cut 1.0 FTE Police Captain position	Department Reorganization: Replacing captain with lieutenant reduces organizational flexibility and senior command capacity (experience, knowledge, mentoring potential). Total General Fund savings of reorganization efforts about \$283,000.	VC	(5.98)	R	(1,363,595)				(109,860)	-	(1,473,455)
Police	Admin	10	Add 1.0 FTE Police Lieutenant	Department Reorganization: Replacing captain with lieutenant reduces organizational flexibility and senior command capacity (experience, knowledge, mentoring potential). Total General Fund savings of reorganization efforts about \$283,000.	VA	1.00		230,616						230,616

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Police	Patrol	10	Cut Public Safety Systems Police Sergeant	Department Reorganization: The initial procurement and systems analysis job tasks have been completed so the position no longer required. Total General Fund savings of reorganization efforts about \$283,000.	VC	(1.00)	R	(202,241)						(202,241)
Police	Patrol	10	Eliminate 1.0 FTE Patrol Community Service Officer	The duties of the Patrol CSO will be spread among the 18 beat officers assigned to patrol during the CSO's work hours. Absorbing these duties will have little long-term impact on service levels because the number of routine police reports is expected to	VC	(1.00)	R	(104,930)						(104,930)
Police	Records	10	Reduce 1.0 FTE Office Specialist II to .50 FTE.	Reducing this data entry position will increase the workload of the other positions in the unit.	VC	(0.50)	R	(42,247)						(42,247)
Police	Records	10	Eliminate 1.0 FTE Office Specialist Supervisor	As the new Public Safety Computer System comes online, the Records Section staff and staff supervision can be reduced due to efficiencies gained by new technology.	FC					(1.00)	R	(112,431)		(112,431)
Police	Records	10	Eliminate 3.5 FTE Office Specialist II positions	As the new Public Safety Computer System comes online, the Records Section staff and staff supervision can be reduced due to efficiencies gained by new technology.	FC					(3.50)	R	(303,127)		(303,127)
		<b>10 Total</b>				<b>(2.50)</b>		<b>(430,408)</b>	<b>0</b>	<b>(4.50)</b>		<b>(415,557)</b>	<b>-</b>	<b>(845,965)</b>
Police Review Commission	PRC	10	Eliminate 1.0 FTE OS II position	Reduces available department clerical support. Limited impact as workload has been reduced.	FC	(1.00)	R	(85,953)	<b>0</b>	<b>(4.50)</b>		<b>(415,557)</b>	<b>-</b>	<b>(845,965)</b>
Police Review Commission	PRC	10	Add .50 FTE OS II position	Reduces available department clerical support. Limited impact as workload has been reduced.	VA	0.50	R	34,381						34,381
		<b>10 Total</b>				<b>(0.50)</b>		<b>(51,572)</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>(51,572)</b>
Police Review Commission Total	Transportation	10	Cost shift of Transportation Manager from 20% General Fund to 5% Off Street Parking and 15% Parking Meter Fund.	No service impact - Reallocates funding to another eligible funding source.		<b>(0.50)</b>	R	<b>(51,572)</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>(51,572)</b>
Public Works	Administration	10	Cost shift of Associate Management Analyst from 65% General Fund, 30% Sanitary Sewer Fund, and 5% Off-Street Parking Fund to 20% General Fund, 60% Sanitary Sewer Fund, 10% Off-Street Parking Fund and 10% Parking Meter Fund.	No service impact - Reallocates funding to another eligible funding source.				(63,927)						(63,927)

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Public Works	Transportation Administration	10	Reduction of various non-personnel costs: postage, messenger services, registration fees, postage etc.	None if historical trend continues			R	(40,966)				(20,218)		(61,184)
Public Works	Transportation Administration	10	Reduction of various non-personnel costs: postage, messenger services, registration fees, postage etc.	None if historical trend continues			R	(37,114)				(36,210)		(73,324)
Public Works	Administration	<b>10 Total</b> 363	Cost shift of Associate Management Analyst from 50% Refuse Collection Fund & 50% Sanitary Sewer Fund to 20% State-2107 Fund, 20% Refuse Collection Fund, 20% Sanitary Sewer Fund, 20% Off-Street Parking Fund, 10% Bldg Purchases Fund, and 10% Bldg Maint Fund	No service impact - Reallocates funding to another eligible funding source.		-	R	(179,541) 28,584	-	-		(56,428)	-	(235,969) 28,584
Public Works	Engineering	<b>366 Total</b> 366	Cost shift of Assistant Civil Engineer from 50% State Proposition 111 and 50% Private Party Sidewalks Fund to 25% State Proposition 111, 25% Private Party Sidewalks, and 50% Sewer Fund	No service impact - Reallocates funding to another eligible funding source.		-	R	28,584 (32,037)	-	-		-	-	28,584 (32,037)
Public Works	Engineering	<b>366 Total</b> 391	Reduction of Engineering Admin. office supplies budget	None if historical trend continues		-	R	(32,037) (10,000)	-	-		-	-	(32,037) (10,000)
Public Works	Facilities Management	391	Cost shift of Sr. Electrical Supervisor from 50% Measure B Fund to 25% Equipment Replacement & 25% Equipment Maintenance Funds	No service impact - Reallocates funding to another eligible funding source.			R	(81,214)						(81,214)
Public Works	Facilities Management	391	Cost shift of Electrician from 50% St Lt Assmt District Fund to 50% Measure B Fund	No service impact - Reallocates funding to another eligible funding source.			R	61,026						61,026
Public Works	Facilities Management	<b>391 Total</b> 470	Cost shift 50% St Lt Assmt District funding of an Electrician to 50% Measure B based on actual work	No service impact - Reallocates funding to another eligible funding source.		-	R	(30,188) (61,026)	-	-		-	-	(30,188) (61,026)
Public Works	Facilities Management	<b>470 Total</b>				-		(61,026)	-	-		-	-	(61,026)

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Public Works	Engineering	642	Cost shift of Assistant Civil Engineer from 50% State Proposition 111 and 50% Private Party Sidewalks Fund to 25% State Proposition 111, 25% Private Party Sidewalks, and 50% Sewer Fund	No service impact - Reallocates funding to another eligible funding source.			R	(32,036)						(32,036)
Public Works	Engineering	642	Cost shift of Supervising Civil Engineer from 75% Private Party Sidewalks Fund and 25% Marina Fund to 25% Private Party Sidewalks Fund, 25% Marina Fund, and 50% Sewer Fund	No service impact - Reallocates funding to another eligible funding source.			R	(94,308)						(94,308)
Public Works	Solid Waste - Revenue Collection	<b>642 Total</b>	Increase funding for Finance on-line payments	Provide customers with an on line bill payment option.		-		(126,344)	-	-		-	-	(126,344)
Public Works	Administration	820	Cost shift of Associate Management Analyst from 50% Refuse Collection Fund & 50% Sanitary Sewer Fund to 20% State-2107 Fund, 20% Refuse Collection Fund, 20% Sanitary Sewer Fund, 20% Off-Street Parking Fund, 10% Bldg Purchases Fund, and 10% Bldg Maint Fund	No service impact - Reallocates funding to another eligible funding source.			R	(28,584)						(28,584)
Public Works	Overtime and Holiday Pay	820	Increase Public Works Overtime and Holiday Pay budgets	Overtime and holiday budgets have historically been under budgeted. While this represents an increased cost to fund, it better reflects the actual spending trend.			R	926,752						926,752
Public Works	Recycling	820	Increase recycling contracts budget	Reflects the increased costs of new recycling & landfill disposal contracts.			R	1,575,128						1,575,128
Public Works	Solid Waste and Recycling	820	Implement residential recycling curbside program expansion	Represents anticipated costs for 1-time and recurring increases for staffing, equipment, and public outreach to implement residential split cart recycling program.			R	750,000						750,000
Public Works	Solid Waste and Recycling	820	Increase funding for purchase of Transfer Station Software in FY 2010 and on-going maintenance/license renewal	Will replace current system with an integrated software system at the Transfer Station, Billing and Collections and provided improved management reporting capabilities.			OT	160,000			R	25,000		185,000
Public Works	Solid Waste and Recycling	820	Increase funding for mandated Landfill Postclosure Monitoring	Without the increase, City will not be able to meet the environmental requirements for monitoring the closed landfill.			R	70,000						70,000
Public Works	Capital Improvements	820	One-time funding for Transfer Station Tipping Floor Abrasion Repair	Required repairs to keep tipping floor operational.			OT	48,500						48,500

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Public Works	Capital Improvements	820	One-time funding for Route Optimization Software	Software would review current routes and recommend improved and more balanced routes for optimal efficiency of crews.			OT	85,000						85,000
Public Works	Solid Waste and Recycling	820	Build a 3% recurring salary savings	None. Based on actual spending since FY 2005.			R	(464,488)			R	(482,820)		(947,308)
		<b>820 Total</b>						<b>3,132,308</b>	<b>-</b>	<b>-</b>		<b>(427,820)</b>	<b>-</b>	<b>2,704,488</b>
Public Works	Administration	830	Cost shift of Associate Management Analyst from 65% General Fund, 30% Sanitary Sewer Fund, and 5% Off-Street Parking Fund to 20% General Fund, 60% Sanitary Sewer Fund, 10% Off-Street Parking Fund and 10% Parking Meter Fund.	No service impact - Reallocates funding to another eligible funding source.			R	42,618						42,618
Public Works	Administration	830	Cut 1 FTE Associate Management Analyst (20% Sewer Fund, 20% Clean Storm Fund, 20% Equipment Replacement Fund, 20% Equipment Maintenance Fund, 10% Building Purchases & Management Fund, and 10% Building Maintenance Fund)	Work will be reassigned to existing staff.	VC	(0.20)	R	(27,655)						(27,655)
Public Works	Engineering	830	Reduction of General Engineering Administration Rental of Land/Buildings	None; PW is historically under spent in the Sewer Fund			R	(316,750)						(316,750)
Public Works	Engineering	830	Reduction of Engineering Administration office supplies budget to reflect historical actuals	None; PW is historically under spent in the Sewer Fund			R	(3,750)						(3,750)
Public Works	Engineering	830	Cost shift of Assistant Civil Engineer from 50% State Proposition 111 and 50% Private Party Sidewalks Fund to 25% State Proposition 111, 25% Private Party Sidewalks, and 50% Sewer Fund	No service impact - Reallocates funding to another eligible funding source.			R	64,073						64,073
Public Works	Engineering	830	Cost shift of Supervising Civil Engineer from 75% Private Party Sidewalks Fund and 25% Marina Fund to 25% Private Party Sidewalks Fund, 25% Marina Fund, and 50% Sewer Fund	No service impact - Reallocates funding to another eligible funding source.			R	94,308						94,308
Public Works	Engineering	830	Cost shift of Associate Civil Engineer from 100% Permit Service Center Fund to 70% Permit Service Center Fund and 30% Sewer Fund	No service impact - Reallocates funding to another eligible funding source.			R	61,186						61,186

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Public Works	Facilities Management	830	Cut 1 FTE Senior Management Analyst (37.5% Sewer Fund, 37.5% Building Maintenance Fund, and 25% Off-Street Parking Fund)	Work will be reassigned to existing staff.	VC	(0.38)	R	(55,902)						(55,902)
Public Works	Sewer Maintenance	830	Reduction of Streets and Sanitation Sanitary Sewer Maintenance machinery and equipment based on historical actuals	None if historical trend continues			R	(32,280)						(32,280)
Public Works	Admin	830	Cost shift of Associate Management Analyst from 50% Refuse Collection Fund & 50% Sanitary Sewer Fund to 20% State-2107 Fund, 20% Refuse Collection Fund, 20% Sanitary Sewer Fund, 20% Off-Street Parking Fund, 10% Bldg Purchases Fund, and 10% Bldg Maint Fund	No service impact - Reallocates funding to another eligible funding source.			R	(28,584)						(28,584)
Public Works	Engineering	830	Cost shift 30% of Associate Civil Engineer from 100% Permit Service Center Fund to 30% Sewer Fund and 70% Permit Service Center Fund	No impact			R	61,186						61,186
Public Works	Engineering	830	Add \$3M CIP funding for Streets projects damaged by Sewer related work.	Help mitigate reduced 610 street funding and any additional loss of state funding allocated to streets CIP projects - funded through available fund balance.			OT	3,000,000	(3,000,000)					-
Public Works	Admin	<b>830 Total</b>		Work will be reassigned to existing staff.	VC	(0.58)	R	<b>2,858,450</b> (27,655)	<b>(3,000,000)</b>	-		-	-	<b>(141,550)</b> <b>(27,655)</b>
Public Works	Engineering	831	Cut 1 FTE Associate Management Analyst (20% Sewer Fund, 20% Clean Storm Fund, 20% Equipment Replacement Fund, 20% Equipment Maintenance Fund, 10% Building Purchases & Management Fund, and 10% Building Maintenance Fund)	None if historical trend continues			R	(1,000)						(1,000)
Public Works	Engineering	<b>831 Total</b>		Admin. office supplies budget to reflect historical actuals		(0.20)		<b>(28,655)</b> (61,186)	-	-		-	-	<b>(28,655)</b> <b>(61,186)</b>
Public Works	Engineering	833	Cost shift of Associate Civil Engineer from 100% Permit Service Center Fund to 30% Sewer Fund and 70% Permit Service Center Fund	No service impact - Reallocates funding to another eligible funding source.			R	(61,186)						(61,186)
Public Works	Engineering	<b>833 Total</b>				-		<b>(61,186)</b>	-	-		-	-	<b>(61,186)</b>

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Public Works	Transportation	835	Cost shift of Transportation Manager from 20% General Fund to 5% Off Street Parking and 15% Parking Meter Fund.	No service impact - Reallocates funding to another eligible funding source.			R	9,384						9,384
Public Works	Facilities Management	835	Cut 1 FTE Senior Management Analyst (37.5% Sewer Fund, 37.5% Building Maintenance Fund, and 25% Off-Street Parking Fund)	Work will be reassigned to existing staff.	VC	(0.25)	R	(37,268)						(37,268)
Public Works	Admin	835	Cost shift various labor costs to Off Street Parking fund.	No service impact - Reallocates funding to another eligible funding source.			R	35,687						35,687
		<b>835 Total</b>				<b>(0.25)</b>		<b>7,803</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>7,803</b>
Public Works	Transportation	840	Cost shift of Transportation Manager from 20% General Fund to 5% Off Street Parking and 15% Parking Meter Fund.	No service impact - Reallocates funding to another eligible funding source.			R	28,151						28,151
Public Works	Parking Meter Collection	840	Reduction of Parking Meter Collection office supplies budget	None if historical trend continues			R	(4,000)						(4,000)
Public Works	Admin	840	Cost shift of Associate Management Analyst from 65% General Fund, 30% Sanitary Sewer Fund and 5% Off-Street Parking Fund to 20% General Fund, 60% Sanitary Sewer Fund, 10% Off-Street Parking Fund and 10% Parking Meter Fund.	No service impact - Reallocates funding to another eligible funding source.			R	14,206						14,206
		<b>840 Total</b>				<b>-</b>		<b>38,357</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>38,357</b>
Public Works	Admin	850	Cut 1 FTE Associate Management Analyst (20% Sewer Fund, 20% Clean Storm Fund, 20% Equipment Replacement Fund, 20% Equipment Maintenance Fund, 10% Building Purchases & Management Fund, and 10% Building Maintenance Fund)	Work will be reassigned to existing staff.	VC	(0.10)	R	(13,828)						(13,828)
Public Works	Various	850	Cost shift various labor costs to Building Maintenance fund.	No service impact - Reallocates funding to another eligible funding source.			R	221,146						221,146
		<b>850 Total</b>				<b>(0.10)</b>		<b>207,318</b>	<b>-</b>	<b>-</b>		<b>-</b>	<b>-</b>	<b>207,318</b>

**Legend:**  
FV/H = Filled/Vacant/Hourly  
OT/R = One-Time/Recurring

\*Please refer to Key of Fund Names at front of section

**FY 2010 AND FY 2011 ADOPTED BALANCING MEASURES DETAIL**  
(Sorted by Department and Fund)

Department	Program	Fund*	Description	Impacts	FV/ H	FY 2010 FTE	OT/ R	FY 2010 Expenditure Amount	FY 2010 Revenue Amount	FY 2011 FTE	OT/ R	FY 2011 Expenditure Amount	FY 2011 Revenue Amount	Two-Year Total
Public Works	Administration	860	Cut 1 FTE Associate Management Analyst (20% Sewer Fund, 20% Clean Storm Fund, 20% Equipment Replacement Fund, 20% Equipment Maintenance Fund, 10% Building Purchases & Management Fund, and 10% Building Maintenance Fund)	Work will be reassigned to existing staff.	VC	(0.20)	R	(27,655)						(27,655)
Public Works	Facilities Management	860	Cost shift of Lead Communications Technician from 100% Equipment Maintenance Funding to 50% Equipment Replacement and 50% Equipment Maintenance Funds	No service impact - Reallocates funding to another eligible funding source.			R	72,907						72,907
Public Works	Facilities Management	860	Cost shift of Sr. Electrical Supervisor from 50% Measure B Fund to 25% Equipment Replacement & 25% Equipment Maintenance Funds	No service impact - Reallocates funding to another eligible funding source.			R	40,607						40,607
		<b>860 Total</b>				<b>(0.20)</b>		<b>85,859</b>						<b>85,859</b>
Public Works	Admin	865	Cut 1 FTE Associate Management Analyst (20% Sewer Fund, 20% Clean Storm Fund, 20% Equipment Replacement Fund, 20% Equipment Maintenance Fund, 10% Building Purchases & Management Fund, and 10% Building Maintenance Fund)	Work will be reassigned to existing staff.	VC	(0.20)	R	(27,655)						(27,655)
Public Works	Facilities Management	865	Cost shift of Lead Communications Technician from 100% Equipment Maintenance Funding to 50% Equipment Replacement and 50% Equipment Maintenance Funds	No service impact - Reallocates funding to another eligible funding source.			R	(72,907)						(72,907)
Public Works	Facilities Management	865	Cost shift of Sr. Electrical Supervisor from 50% Measure B Fund to 25% Equipment Replacement & 25% Equipment Maintenance Funds	No service impact - Reallocates funding to another eligible funding source.			R	40,607						40,607
Public Works	Equipment Maintenance	865	Cut 1 FTE Mechanic	Other staff can absorb work within regular hours.	VC	(1.00)	R	(135,000)						(135,000)
		<b>865 Total</b>				<b>(1.20)</b>		<b>(194,955)</b>						<b>(194,955)</b>

**Legend:**  
FV/H = Filled/Vacant/Hourly  
OT/R = One-Time/Recurring

\*Please refer to Key of Fund Names at front of section



**FY 2010 AND FY 2011 ADOPTED BALANCING MEASURES DETAIL**  
(Sorted by Department and Fund)

Department	Program	Fund*	Description	Impacts	FV/H	FY 2010 FTE	OT/R	FY 2010 Expenditure Amount	FY 2010 Revenue Amount	FY 2011 FTE	OT/R	FY 2011 Expenditure Amount	FY 2011 Revenue Amount	Two-Year Total
Public Works	Administration	866	Cut 1 FTE Associate Management Analyst (20% Sewer Fund, 20% Clean Storm Fund, 20% Equipment Replacement Fund, 20% Equipment Maintenance Fund, 10% Building Purchases & Management Fund, and 10% Building Maintenance Fund)	Work will be reassigned to existing staff.	VC	(0.10)	R	(13,828)						(13,828)
Public Works	Facilities Management	866	Addition for buildings and structures maintenance services	May have to increase Facilities Maintenance charges to departments to balance fund.			R	63,466						63,466
Public Works	Facilities Management	866	Addition for hazardous materials handling at Fire Stations 1, 2, 3, 4, 5, & 7, the PS building, Civic Center, and Fire Training Division	May have to increase Facilities Maintenance charges to departments to balance fund.			R	9,270						9,270
Public Works	Public Safety Building/Senior Centers Janitorial	866	Addition for PSB/Sr Centers Outside Janitor Contract	May have to increase Facilities Maintenance charges to departments to balance fund.							R	5,196		5,196
Public Works	Civic Center Security Services	866	Addition for 2180 Milvia Street Securitas Security Services (add \$2,130 to FY 2009 baseline in FY 2010 and \$4,068 to FY 2009 baseline in FY 2011)	May have to increase Facilities Maintenance charges to departments to balance fund.			R	2,130			R	4,068		6,198
Public Works	Facilities Management	866	Cut 1 FTE Senior Management Analyst (37.5% Sewer Fund, 37.5% Building Maintenance Fund, and 25% Off-Street Parking Fund)	Work will be reassigned to existing staff.	VC	(0.38)	R	(55,902)						(55,902)
Public Works	Administration	866	Cost shift various FTE off of Building Maintenance Fund onto other eligible funding sources.	No service impact. Aligns labor costs with appropriate cost centers.			R	(192,562)						(192,562)
		<b>866 Total</b>						(187,426)				9,264		(178,162)
		<b>Public Works Total</b>				(3.00)		5,457,321	(3,000,000)			(474,984)		1,982,337
		<b>Grand Total</b>				(36.35)		577,182	(3,407,000)	(11.50)		(1,931,737)	(227,498)	(4,989,053)

**Legend:**  
 FV/H = Filled/Vacant/Hourly  
 OT/R = One-Time/Recurring

\*Please refer to Key of Fund Names at front of section

## **CITYWIDE WORK PLAN FY 2010 & FY 2011**

### **Citywide Work Plan Priorities**

As part of the FY 2010 & FY 2011 budget, we are aligning the work of the City with priorities of the Council. The vast majority (90%) of work in the City focuses on baseline service delivery such as public safety, emergency preparedness, street repair, refuse collection, affordable housing, parks maintenance, and safety net programs including youth recreation and seniors programs. Work Plan projects (10%) are that portion of work focusing on high priority time specific projects that accomplish identified goals through concentrated efforts and are typically interdepartmental.

### **Capacity & New Projects**

Significant progress has been achieved in the Work Plan adopted two years ago in the FY 2008 & FY 2009 budget. Of the 112 priority projects identified in that in the FY 2008 & FY 2009 biennial budget book, 41 projects (36%) have been completed, merged with other projects, and/or discontinued. The remainder of projects is well underway with some near completion.

Complicated priority projects often take more than a two-year timeframe to complete. Notable among those projects being carried forward from the past two years are: Public Safety System, Animal Shelter construction, EveryOne Home Plan implementation, to name but a few.

These multi-year projects require resources, including sustained project management and interdepartmental participation for ultimate success. In some cases, the resources required to bring them to successful completion are significant and take multiple years to accumulate. Coupled with the staff reductions and one-time funding constraints in this current two-year budget, any new projects must carefully consider existing staffing, commitments already on the table, and adequate resources to complete the work.

### **Emerging Priority Projects**

The proposed budget includes a total of 26 new projects that meet the criteria for Critical Initiatives (10 projects) and Special Projects (16 projects). The projects below represent the priority projects identified as new additions to the Work Plan for FY 2010 & FY 2011:

### **Critical Initiatives (CI) and Special Projects (SP)**

PRIORITY	PROJECT	DEPARTMENT
CI	Stimulus Funding / Coordination and Reporting	City Manager
CI	2020 Vision - Achievement Gap	City Manager
CI	Census 2010	City Manager
CI	Customer Service Improvements Phase 2	City Manager
CI	Ed Roberts Campus, Phase 2	Housing
CI	Rental Housing Safety Program	Housing
CI	Housing Dept Stimulus Funding Implementation	Housing
CI	Climate Action Plan Implementation	Planning
CI	Downtown Area Plan Implementation	Planning
CI	Municipal Stormwater Permit / RWQCB	Public Works
SP	Potential Ballot Measure June 2010 & Nov 2010	City Manager
SP	PCEI Evaluation	City Manager

PRIORITY	PROJECT	DEPARTMENT
SP	Tax Base Retention	Economic Development
SP	First Responder Advance Life Support (FRALS)	Fire
SP	Disaster Preparation and Neighborhood Outreach	Fire
SP	Fire Department Restructuring	Fire
SP	"Heart 2 Heart" Neighborhood Based Hypertension Project	Health & Human Services
SP	Mental Health Revenue Enhancement	Health & Human Services
SP	BE A STAR Early Assessment/Intervention, Phase II	Health & Human Services
SP	Youth Employment Expansion & Re-design, Phase II	Housing
SP	Housing & Community Services Department Reorganization	Housing
SP	Fire Negotiations 2010	Human Resources
SP	Police Negotiations 2011	Human Resources
SP	Telephone System Replacement	Information Technology
SP	Server Rooms Rebuild	Information Technology
SP	Water Ferry Transit	Public Works

It is important to review ‘additions’ to the Work Plan in the context of the existing priority work underway. With these additions, there are a total of 88 priority projects for FY2010 & FY 2011: 22 Critical Initiatives and 66 Special Projects (see attached Proposed and Existing Critical Initiatives).

**FY 2008 & FY 2009 Work Plan Projects: Status**

These past two years have been very productive. Of the 112 priority projects adopted with the FY 2008 & FY 2009 budget, a total of 36 projects are complete, 3 are discontinued, and 2 are merged with other projects. This represents a total of 41 projects (36%) of the FY 2008 & FY 2009 Adopted Work Plan.

Notable completed projects include: Oxford Plaza/Brower Center, New Animal Shelter Site Selection, Gilman Sports Fields Phase 1, Youth Employment Expansion – Phase 1, Downtown Area Plan and Climate Action Plan - both to be completed by the end of June 2009.

Projects are discontinued for two primary reasons: 1) the project is determined infeasible; 2) or significant portions of the project are complete and the project has moved to baseline work of the department. Additionally, projects sometimes merge into new or existing projects to reflect the actual work and eliminate duplication.

Projects that have been “On-Hold” status for the entire 2 years have also been deleted until such time as the conditions change for the project to move forward and/or resources become available.

**Work Plan Overview**

The Citywide Work Plan is a composite of Baseline work (approximately 90% of everything our City provides) and Projects (approximately 10% of the work in the City). Projects have a desired objective, take concentrated resources and effort to achieve, and have a beginning and end. Projects are tracked by level of importance as follows: Critical Initiative (CI), Special Project (SP), and Departmental Initiative (DI). For the purposes of Council input, we are limiting the Work Plan to the most important projects: CI’s and SP’s.

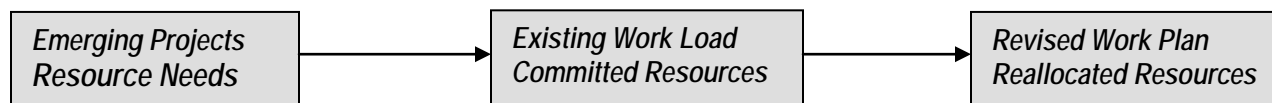
Criteria for Critical Initiatives (CI's) and Special Projects (SP's) are:

- ❑ High profile priority projects
- ❑ Meets critical Citywide need
- ❑ Internal projects that must occur for the organization to function
- ❑ Have beginning and end date (not recurring services)
- ❑ Require concerted effort and resources
- ❑ Typically span programs and/or responsibilities of multiple departments
- ❑ Demonstrate significant progress (or be completed) within the two-year timeline
- ❑ Improve quality of life for Berkeley residents
- ❑ Mesh with Council Priorities
- ❑ Mesh with Budget Priorities

Critical Initiatives are further described as City projects where fulfillment of the defined deliverable is crucial for the Council and City Manager to view the fiscal year Work Plan as successful. (Other projects on the City Work Plan may also be very important, but these form the essential foundation for success.)

Baseline Work: Routine operations that are at the heart of the business of the City and are tracked via performance measures (trash pick-up, police patrol, accounts payable, etc).

### **The Process**



All projects require resources. Some of those resources are within the capacity of the existing staff and funding while others require additional staff, training, or investments to achieve their goal. Reviewing projects as part of the budget process allows for the upfront knowledge and agreement on the cost of the project and the re-allocation of resources, if needed, to accomplish the objectives. It also allows departments to review their workload and determine if they can meet the demands of projects where they have the lead, as well as projects where they support another effort in the City.

**FY 2010 AND FY 2011  
PROPOSED AND EXISTING CRITICAL INITIATIVES (CI)**

<b>Department</b>	<b>Project #</b>	<b>Project Type</b>	<b>Project Description</b>
PLN	4	CI	Southside Plan Adoption and Implementation
PW	326	CI	Warm Water Pool (CMO)
PW	859	CI	Animal Shelter – Construction Phase
HHS	871	CI	Alcohol & Other Drug (AOD) Prevention & Treatment
PW	919	CI	Center Street Garage Development
IT	937	CI	New Public Safety System
PLN	947	CI	West Berkeley Plan Update (Incremental)
CC	999	CI	Instant Runoff Voting - Elections
HSG	1051	CI	EveryOne Home Plan Implementation
IT	1060	CI	Alpine/Red Alert Computer Upgrade
PW	1098	CI	Watershed Management Plan
HSG	1128	CI-PP	Ed Roberts Campus, Phase 2
HSG	1129	CI-PP	Rental Housing Safety Program
CMO		CI-PP	Stimulus Funding / Coordination and Reporting
HSG		CI-PP	Housing Dept Stimulus Funding Implementation
CMO		CI-PP	2020 Vision - Achievement Gap
CMO		CI-PP	Census 2010
CMO		CI-PP	Customer Service Improvements Phase 2
PLN		CI-PP	Climate Action Plan Implementation
PLN		CI-PP	Downtown Area Plan Implementation
PW		CI-PP	Municipal Stormwater Permit / State MandateRWQCB
PR&W	167	SP	Aquatic Park Improvements
OED	178	SP	2501 Haste St. (Formerly Berkeley Inn)
PW	224	SP	Gilman Interchange Study
PW	512	SP	9 <sup>th</sup> St Bicycle Blvd Extension Project
PR&W	559	SP	Boating and Waterways \$9M Loan/Dock Replacement
PLN	815	SP	Panoramic Hill
HHS	836	SP	Public Health Patient Information Mgmt. System Phase II
PLN	842	SP	Community Choice Aggregation/Public Power
CMO	880	SP	Citywide Performance Outcome Measures
PW	925	SP	Pedestrian Plan
PR&W	944	SP	Bay Trail Extension – Berkeley Marina
FIN	958	SP	Use Tax: Establish Use Tax Cooperation Program
FIN	960	SP	Contracts: Centralized Contract Administration Process
PR&W	994	SP	Shorebird Nature Center – Environmental Classroom
FIN	1022	SP	Financial Enterprise Improvement Projects
PW	1025	SP	Solid Waste Facility Feasibility Study
PW	1027	SP	Utility Undergrounding, District #47 (Miller/Sevenson)
PW	1028	SP	Utility Undergrounding, District #48 (Grizzly Peak)

*CI = Critical Initiatives SP = Special Projects PP = Proposed Projects*

**FY 2010 AND FY 2011  
PROPOSED AND EXISTING CRITICAL INITIATIVES (CI)**

<b>Department</b>	<b>Project #</b>	<b>Project Type</b>	<b>Project Description</b>
PW	1029	SP	Utility Undergrounding, District #38A (Vistamont)
PW	1030	SP	Zero Waste-New Collection Services
PLN	1035	SP	Euclid/Elmwood Quotas
PLN	1036	SP	Historic Resources Survey
PLN	1037	SP	San Pablo Ave. Design Guidelines
PLN	1040	SP	Aquatic Park Connection & Touchdown Plaza
PW	1049	SP	Infrastructure Building Retrofit (Corp. Yard)
FIRE	1057	SP	Measure Q - Mobile Water System – Equipment & Training
FIRE	1058	SP	Measure Q - Warehouse Construction
CMO	1064	SP	Railroad Expansion Policy Issues
CMO	1065	SP	Emergency Communications System Improvements
FIN	1067	SP	Grants Inventory & Reporting
FIN	1068	SP	Grants Accounting & Budgeting
POL	1069	SP	Traffic/Parking Substation Relocation
HR	1071	SP	Applicant Tracking System Upgrade for HR
PLN	1074	SP	Soft Story Program, Phase II
CMO	1073	SP	Sunshine Ordinance
CMO	1078	SP	Coordinated Youth Services
HR	1079	SP	Analyst/Clerical Series Review
PLN	1081	SP	Housing Element of the General Plan
CC	1082	SP	Records/Imaging - Phase II
PR&W	1087	SP	Reservation Software - Recreation, Camps & Facilities
PR&W	1088	SP	Tuolumne Camp Master Plan
IT	1099	SP	Internal Staff Wireless
IT	1101	SP	Telecommunications Permit Implementation
OED	1104	SP	Marketing Berkeley
CMO	1105	SP	Prop 218 Refuse Rate Restructuring
CMO	1106	SP	Prop 218 Sewer Rate Restructuring
FIN	1111	SP	Sweatfree Ordinance
PRW	1120	SP	Teen Program Expansion
PW	1123	SP	Piedmont Ave. Landscape Rehabilitation
HHS	1131	SP-PP	"Heart 2 Heart" Neighborhood Based Hypertension Project
HSG	1132	SP-PP	Youth Employment Expansion & Re-design, Phase II
HHS	1133	SP-PP	Mental Health Revenue Enhancement
FIRE	1136	SP-PP	First Responder Advance Life Support (FRALS)
FIRE	1138	SP-PP	Disaster Preparation and Neighborhood Outreach
FIRE	1140	SP-PP	Fire Departmental Restructuring
PLN	1142	SP	Bus Rapid Transit (BRT)
HSG	1144	SP-PP	Housing & Community Services Department Reorganization

*CI = Critical Initiatives   SP = Special Projects   PP = Proposed Projects*

**FY 2010 AND FY 2011  
PROPOSED AND EXISTING CRITICAL INITIATIVES (CI)**

<b>Department</b>	<b>Project #</b>	<b>Project Type</b>	<b>Project Description</b>
PW		SP-PP	Water Ferry Transit
OED		SP-PP	Tax Base Retention
IT		SP-PP	Telephone System Replacement
IT		SP-PP	Server Rooms Rebuild
HHS		SP-PP	BE A STAR Early Assessment/Intervention, Phase II
CMO		SP-PP	Potential Ballot Measure June 2010 & Nov 2010
CMO		SP-PP	PCEI Evaluation
HR		SP-PP	Fire Negotiations 2010
HR		SP-PP	Police Negotiations 2011

*CI = Critical Initiatives SP = Special Projects PP = Proposed Projects*

**FY 2010 AND FY 2011 EXISTING AND PROPOSED (PP) CRITICAL INITIATIVES (CI) AND SPECIAL PROJECTS (SP) by DEPARTMENT**

Department	Project #	Project Type	Project Name
<b>CITY CLERK</b>			
CC	999	CI	Instant Runoff Voting - Elections
CC	1082	SP	Records/Imaging - Phase II
<b>CITY MANAGER</b>			
CMO	1064	SP	Railroad Expansion Policy Issues
CMO	1065	SP	Emergency Communications System Improvements
CMO	1073	SP	Sunshine Ordinance
CMO	1078	SP	Coordinated Youth Services
CMO	1105	SP	Prop 218 Refuse Rate Restructuring
CMO	1106	SP	Prop 218 Sewer Rate Restructuring
CMO		CI-PP	Stimulus Funding / Coordination and Reporting
CMO		CI-PP	2020 Vision - Achievement Gap
CMO		CI-PP	Customer Service Improvements Phase 2
CMO		SP-PP	Potential Ballot Measures June 2010 & Nov 2010
CMO		SP-PP	PCEI Evaluation
<b>ECONOMIC DEVELOPMENT</b>			
OED	178	SP	2501 Haste St. (Formerly Berkeley Inn)
OED	1104	SP	Marketing Berkeley
OED		SP-PP	Tax Base Retention
<b>FNANCE</b>			
FIN	958	SP	Use Tax: Establish Use Tax Cooperation Program
FIN	960	SP	Contracts: Centralized Contract Administration Process
FIN	1022	SP	Financial Enterprise Improvement Projects
FIN	1067	SP	Grants Inventory & Reporting
FIN	1068	SP	Grants Accounting & Budgeting
FIN	1111	SP	Sweatfree Ordinance
<b>FIRE</b>			
FIRE	1057	SP	Measure Q - Mobile Water System – Equipment & Training
FIRE	1058	SP	Measure Q - Warehouse Construction
FIRE	1136	SP-PP	First Responder Life Support (FRALS)
FIRE	1138	SP-PP	Disaster Preparation and Neighborhood Outreach
FIRE	1140	SP-PP	Fired Departmental Restructuring
<b>HEALTH &amp; HUMAN SERVICES</b>			
HHS	871	CI	Alcohol & Other Drug (AOD) Prevention & Treatment
HHS	836	SP	Public Health Patient Information Mgmt. System Phase II
HHS	1131	SP-PP	Heart 2 Heart Neighborhood Based Hypertension Project
HSG		SP-PP	BE A STAR Early Assessment/Intervention, Phase II



**FY 2010 AND FY 2011 EXISTING AND PROPOSED (PP) CRITICAL INITIATIVES (CI) AND SPECIAL PROJECTS (SP) by DEPARTMENT**

<b>Department</b>	<b>Project #</b>	<b>Project Type</b>	<b>Project Name</b>
HHS	1133	SP-PP	Mental Health Revenue Enhancement
<b>HOUSING</b>			
HSG	1051	CI	EveryOne Home Plan Implementation
HSG		CI-PP	Ed Roberts Campus Phase 2
HSG		CI-PP	Rental Housing Safety Program
HSG		CI-PP	Housing Department Stimulus Funding
HSG	1132	SP-PP	Youth Employment Expansion and Redesign, Phase II
HSG	1144	SP-PP	Housing and Community Services Department Reorganization
<b>HUMAN RESOURCES</b>			
HR	1071	SP	Applicant Tracking System Upgrade for HR
HR	1079	SP	Analyst/Clerical Series Review
HR		SP-PP	Fire Negotiations 2010
HR		SP-PP	Police Negotiations 2011
<b>INFORMATION TECHNOLOGY</b>			
IT	937	CI	New Public Safety System
IT	1060	CI	Alpine/Red Alert Computer Upgrade
IT	1099	SP	Internal Staff Wireless
IT	1101	SP	Telecommunications Permit Implementation
IT		SP-PP	Telephone System Replacement
IT		SP-PP	Server Rooms Rebuild
<b>PARKS, RECREATION &amp; WATERFRONT</b>			
PR&W	167	SP	Aquatic Park Improvements
PR&W	559	SP	Boating and Waterways \$9M Loan/Dock Replacement
PR&W	944	SP	Bay Trail Extension – Berkeley Marina
PR&W	994	SP	Shorebird Nature Center – Environmental Classroom
PR&W	1087	SP	Reservation Software - Recreation, Camps & Facilities
PR&W	1088	SP	Tuolumne Camp Master Plan
PR&W	1120	SP	Teen Program Expansion
<b>PLANNING</b>			
PLN	4	CI	Southside Plan Adoption and Implementation
PLN	947	CI	West Berkeley Plan Update (Incremental)
PLN	815	SP	Panoramic Hill
PLN	842	SP	Community Choice Aggregation/Public Power
PLN	1035	SP	Euclid/Elmwood Quotas
PLN	1036	SP	Historic Resources Survey
PLN	1037	SP	San Pablo Ave. Design Guidelines

**FY 2010 AND FY 2011 EXISTING AND PROPOSED (PP) CRITICAL INITIATIVES (CI) AND SPECIAL PROJECTS (SP) by DEPARTMENT**

<b>Department</b>	<b>Project #</b>	<b>Project Type</b>	<b>Project Name</b>
PLN	1040	SP	Aquatic Park Connection & Touchdown Plaza
PLN	1074	SP	Soft Story Program, Phase II
PLN	1081	SP	Housing Element of the General Plan
PLN	1142	SP	Bus Rapid Transit (BRT)
PLN		CI-PP	Climate Action Plan Implementation
PLN		CI-PP	Downtown Plan Implementation
<b>POLICE</b>			
POL	1069	SP	Traffic/Parking Substation Relocation
<b>PUBLIC WORKS</b>			
PW	326	CI	Warm Water Pool
PW	859	CI	Animal Shelter Construction
PW	919	CI	Center Street Garage
PW	1098	CI	Watershed Management Plan
PW	224	SP	Gilman Interchange Study
PW	512	SP	9 <sup>th</sup> St Bicycle Blvd Extension Project
PW	925	SP	Pedestrian Plan
PW	1025	SP	Solid Waste Facility Feasibility Study
PW	1027	SP	Utility Undergrounding, District #47 (Miller/Sevenson)
PW	1028	SP	Utility Undergrounding, District #48 (Grizzly Peak)
PW	1029	SP	Utility Undergrounding, District #38A (Vistamont)
PW	1030	SP	Zero Waste-New Collection Services
PW	1049	SP	Infrastructure Building Retrofit (Corp. Yard)
PW	1123	SP	Piedmont Ave. Landscape Rehabilitation
PW		CI-PP	Municipal Stormwater Permit / RWQCB
PW		SP-PP	Water Ferry Transit

**PROGRESS REPORT – FY2008 AND FY2009  
COMPLETED/DISCONTINUED WORK PLAN PRIORITY PROJECTS  
(PROJECTED TO JUNE 30, 2009)**

CI	HSG	543	Oxford Lot Development Brower Center	Compl. by 6/30/09
CI	OED	833	Sustainable Business, Phase I	Complete
CI	CMO	889	New Animal Shelter Site Selection	Complete
CI	CMO	892	Customer Service Improvements, Phase I	Complete
CI	PRW	897	Gilman Street Sports Fields (JPA), Phase I	Complete
CI	OED	950	Business Retention/Revenue Tax Base (Policy)	Complete
CI	HSG	1007	Housing Increase Reserve Resources	Complete
CI	PW	1032	5-year Capital Improvement Plan Implementation	Complete
CI	PLN	1033	Telegraph Land Use/Economic Policies	Complete
CI	CMO	1066	Election 2008: Potential Ballet Measures	Complete
CI	PLN	1080	Downtown Area Plan	Compl. by 6/30/09
CI	CMO	1108	PRC Regulation Revisions	Complete
CI	PLN	1110	Pacific Steel Casting	Complete
CI	CMO	1116	Public Commons for Everyone Initiative (PCEI)	Complete
CI	PLN	1118	Climate Action Plan	Compl. by 6/30/09
CI	HHS	1119	Youth Employee Expansion, Phase I	Complete
CI	HSG	1130	Condo Conversion Fee Structure	Complete
SP	PW	119	Aquatic Park Sound Barrier	Disc.
SP	OED	177	Ed Roberts Campus, Phase 1	Complete
SP	PR&W	852	Touchdown Plaza – Site & Access Improvement Project	Merged
SP	HHS	869	Nutrition and Physical Activities	Complete
SP	HHS	888	School Linked Health Services	Complete
SP	HR	898	Fire Negotiations	Complete
SP	CMO	903	Management Review of Fleet and Facilities	Complete
SP	CMO	904	Succession Planning, Diversity and Leadership Development	Complete
SP	PW	931	Pavement Marking Retrofit Program (3-Year Program)	Complete
SP	CMO	1002	Youth Service Center South & West Berkeley (Study)	Merged
SP	OED	1021	First Source Recommendations Implementation	Complete
SP	PLN	1041	West Berkeley Circulation Study	Compl. by 6/30/09
SP	CMO	1059	Code Enforcement Priorities	Disc.
SP	FIRE	1063	Fire Code Adoption	Complete
SP	HR	1070	MOU Negotiations	Complete
SP	HHS	1075	Public Health Preparedness	Complete
SP	HHS	1076	BE A STAR Early Assessment/Intervention, Phase I	Complete
SP	CC	1083	Records/Records Center, Phase I	Complete
SP	IT	1100	Community Internet Access	Disc.
SP	HR	1112	Negotiations for SEIU Local 1021 (Includes 790, 535, and PTRLA)	Complete
SP	HR	1113	Negotiations for IBEW Local 1245	Complete
SP	HR	1114	Negotiations for PEU Local One	Complete
SP	PLN	1115	Building Code Adoption	Complete
SP	PW	1117	Food Waste Collection Program	Complete

PROGRESS REPORT – FY2008 AND FY2009  
 COMPLETED/DISCONTINUED WORK PLAN PRIORITY PROJECTS  
 (PROJECTED TO JUNE 30, 2009)

“ON HOLD” PROJECTS DELETED FROM EXISTING CI AND SP PROJECTS

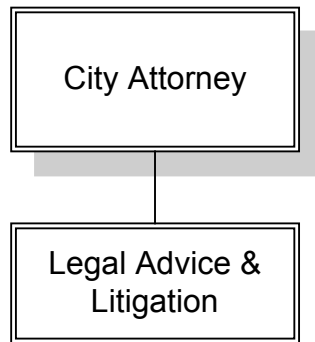
CI	PLN	535	General Plan Implementation
CI	PLN	948	Downtown Hotel/Conference Center
CI	PLN	992	Mayor’s Permit Task Force Implementation (Non-Policy)
SP	PW	549	I-80 / Ashby Interchange Study
SP	OED	1006	Arts District in South Berkeley (Study)
SP	PLN	1011	South Berkeley Plan Implementation
SP	PLN	1013	Density Bonus New Procedures
SP	OED	1102	West Berkeley B.I.D.
SP	OED	1103	South Berkeley B.I.D.

# **CITY ATTORNEY'S OFFICE**

## **MISSION STATEMENT**

*The City Attorney's Office helps to ensure that the City operates within legal constraints and minimizes its legal liability. The office strives to vigorously advance the City's legal interest by prosecuting and defending civil actions while settling claims and suits when it is in the City's best interests.*

## **ORGANIZATION CHART**



## **CITY ATTORNEY'S OFFICE**

### **Major Accomplishments – FY 2008 & FY 2009**

- ❑ Won breach of contract case by construction contractor concerning the renovation of the Berkeley Public Library and obtained award of \$750,000 in attorney's fees and costs.
- ❑ Obtained a Preliminary Injunction against the University of California project to build a Student Athlete High Performance Center ("SAHPC") pending trial on the City's case that the project had proceeded without complying with the California Environmental Act and with state laws regulating building on or adjacent to earthquake faults.
- ❑ City Attorney's legal analysis of the Mental Health Services Act was used to convince the State Health Department that the City was entitled to State annual funding of almost \$1 million instead of the \$250,000 the State initially allocated to the City.
- ❑ Won case upholding the City Council's approval of a landmark settlement with the University of California which required UC to pay the City substantial annual payments to defray the impact of University operations and which created a framework for the University and City to jointly develop a Downtown Plan.
- ❑ Helped to obtain California Supreme Court holding that the University of California's compliance with CEQA by the payment of mitigation payments is not an illegal property tax assessment. The City filed an *amicus* brief on behalf of the League of California Cities advancing the position that the Court ultimately supported.
- ❑ Won Court of Appeal decision holding that the City's compliance with Occupational Safety and Health Administration ("OSHA") safety regulations concerning fire fighters did not constitute illegal race discrimination.
- ❑ Won two discrimination cases on motions for summary judgment.
- ❑ Won 6 police civil liability cases on motion or in court of appeal.
- ❑ Provided comprehensive legal advice and legal support on the City's Oxford Plaza/Brower Center project through land transfer.
- ❑ Prepared several ordinances to deter and remedy alcohol related nuisance activity, including a Social Host ordinance, Socially Responsible Beverage ordinance, amendments to the Second Response ordinance and expedited notice and hearing procedures for nuisance determinations and orders.
- ❑ Prepared Council report and resolutions to revise City Council Expense Policies to implement a new state law and the City charter.

## ***CITY ATTORNEY'S OFFICE***

### **Key Objectives for FY 2010 & FY 2011**

- ❑ Successfully defend trial court judgment and attorneys fee award in favor of City in library construction litigation case in Court of Appeal.
- ❑ Advise and defend the City's civilian review of police procedures in accordance with City Council and Police Review Commission direction.
- ❑ Provide advice on tax and other revenue measures and other policies to assist the City to resolve budget deficits over the next 10 years.

### **Significant Changes from Prior Year's Budget**

- ❑ Converted a vacant law clerk/legal assistant position to a Deputy City Attorney II position.
- ❑ Reduction of \$75,000 contribution from the General Fund to the Public Liability Fund due to lower claims experience each fiscal year for a total of \$150,000.

## CITY ATTORNEY'S OFFICE FINANCIAL SUMMARY

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>EXPENDITURES</b>					
<b><i>By Type:</i></b>					
Salaries and Benefits	1,874,971	1,877,885	2,060,909	2,289,393	2,357,491
Services and Materials	977,284	1,633,781	1,209,898	1,242,039	1,242,039
Capital Outlay	1,609	5,047	3,168	5,790	5,790
Internal Services	55,406	56,039	80,144	77,391	79,347
Indirect Cost Transfer					
	2,909,270	3,572,752	3,354,119	3,614,613	3,684,667
<b><i>By Division:</i></b>					
Administration	390,941	390,735	420,505	373,259	383,897
Legal Advice & Litigation	2,518,329	3,182,017	2,933,614	3,241,354	3,300,770
	2,909,270	3,572,752	3,354,119	3,614,613	3,684,667
<b><i>By Fund:</i></b>					
General Fund	1,869,892	1,728,914	1,829,257	1,889,546	1,944,451
Public Liability	1,039,378	1,840,630	1,523,070	1,725,067	1,740,216
Other		3,208	1,792		
	2,909,270	3,572,752	3,354,119	3,614,613	3,684,667

<b><i>General Fund FTE</i></b>	10.00	10.00	10.00	10.00	10.00
<b><i>Total FTE</i></b>	12.00	13.00	13.00	13.00	13.00

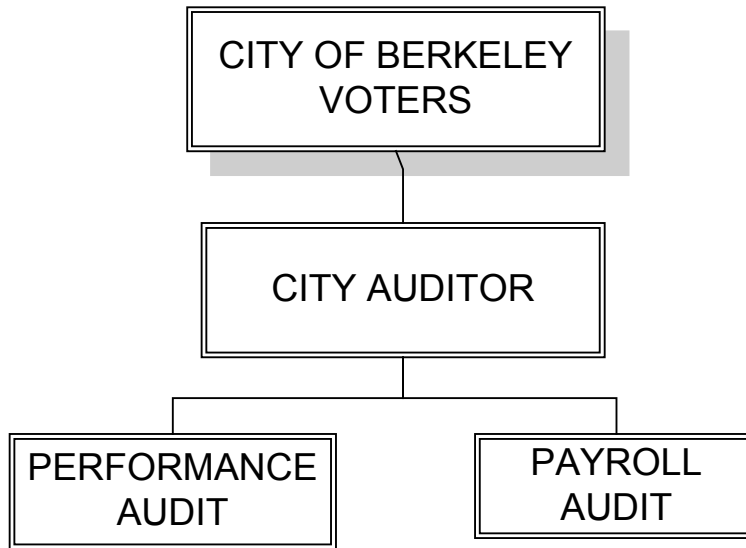


# CITY AUDITOR'S OFFICE

## MISSION STATEMENT

*The mission of the City Auditor's Office is to be a catalyst for improving City government. Our audits promote efficiency, effectiveness, and accountability. We provide objective, timely, and accurate information about City program performance to the public as well as Council and staff. Our public reporting of recommendations for improvement help Berkeley residents hold City government accountable for stewardship of public resources.*

## ORGANIZATION CHART



# **CITY AUDITOR'S OFFICE**

## **Department Overview**

### ***Performance Audit Division***

The elected City Auditor reports to and is accountable to the City of Berkeley voters. Audits are performed in accordance with Government Auditing Standards and are available on our web site at: [www.CityofBerkeley.info/Auditor](http://www.CityofBerkeley.info/Auditor). We independently assess whether City funded services and operations:

- ❑ Are managed properly.
- ❑ Achieve their objectives and desired outcomes.
- ❑ Are being provided efficiently, effectively, and equitably.

We also perform revenue audits and provide consulting services and fraud prevention and detection training.

### ***Payroll Audit Division***

Payroll Audit provides independent review of payroll information compiled by management in the departments, and seeks to continuously improve the effectiveness, efficiency, and integrity of Citywide payroll delivery.

## **Major Accomplishments – FY 2008 and 2009**

### ***Performance Audit Division***

- ❑ Thirteen audits proposed 127 specific actions to improve City performance in:
  - Responding to community medical emergencies
  - Safeguarding controlled substances
  - Monitoring Police overtime and lost time
  - Accountability over cash
  - Oversight of City contracts
  - Reducing workers compensation costs.
- ❑ Notified Council of increased risk of invisible problems resulting from weak internal controls. Proposed actions for Council and the City Manager.
- ❑ Trained 541 employees on internal controls and fraud prevention, including 166 Police department staff.
- ❑ To meet our budgeted salary savings, implemented an innovative program to provide non-audit services to departments with position vacancies.

### ***Payroll Audit Division***

- ❑ Helped Human Resources reduce time spent on employee transactions; the result was a significant reduction in errors and in duplication of work, as well as decreased risk of overpayments and under payments to City employees.

## **CITY AUDITOR'S OFFICE**

- ❑ Assisted Human Resources in completing a comprehensive employee dependent eligibility review, resulting in recurring annual savings estimated at \$420,000 per year.
- ❑ To meet our budgeted salary savings, implemented an innovative program to provide non-audit services to departments with position vacancies.

### **Key Objectives for FY 2010 & FY 2011**

#### ***Performance Audit Division***

- ❑ Help City staff improve monitoring of the effectiveness and efficiency of programs and the reduction of risk and costs.
- ❑ Provide reliable and objective reports and information about City programs and services. Improve timeliness of report issuance and actions taken to help staff, the City Council, and Berkeley residents make informed decisions.
- ❑ Identify opportunities for enhancing revenue collection and efficiencies.
- ❑ Ensure that all City employees complete training in their responsibility to avoid and report fraud, waste, and abuse of City resources.
- ❑ Actively work with departments and the City Manager to identify and remove barriers to successful implementation of audit recommendations.

#### ***Payroll Audit Division***

- ❑ Revise and update the Payroll Manual following the close of union contract negotiations. This manual gives departmental payroll clerks and supervisors easily accessible written and on-line guidance for the city's payroll system.
- ❑ In partnership with Information Technology, begin planning for distributed electronic time and attendance entry in 2011.
- ❑ Assist HR in improving on-line access to benefits information for employees.

### **Significant Changes from Prior Year's Budget**

- ❑ Last year, we achieved our mandated expense reduction by providing temporary assistance to other departments from payroll and administrative staff (non-audit staff). This innovative program involved interdepartmental collaboration and helped reduce internal control risk in other departments with vacant or frozen positions, while avoiding layoffs in our department.
- ❑ Next year, we will meet our budget balancing measure through increased Business License Tax revenue. A joint venture involving staff from Finance and Performance Audit will use new information resources to increase identification of unlicensed businesses.

## CITY AUDITOR'S OFFICE FINANCIAL SUMMARY

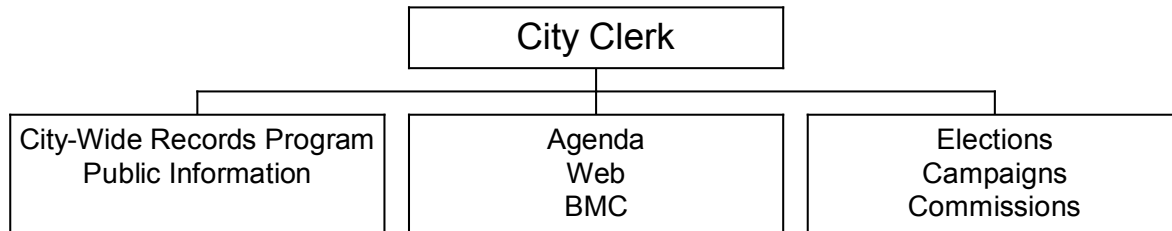
	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>EXPENDITURES</b>					
<i><b>By Type:</b></i>					
Salaries and Benefits	1,677,434	1,686,654	1,825,663	1,955,346	2,020,259
Services and Supplies	38,625	44,243	34,130	65,880	65,880
Capital Outlay	3,448	308	13,524	6,253	6,253
Internal Services	43,511	43,738	59,894	60,577	61,988
Indirect Cost Transfer					
	1,763,018	1,774,943	1,933,211	2,088,056	2,154,380
<i><b>By Division:</b></i>					
Administration	298,257	312,656	317,589	329,472	339,295
General Audit	667,874	646,402	722,511	804,452	830,754
Payroll Audit	796,887	815,885	893,111	954,132	984,331
	1,763,018	1,774,943	1,933,211	2,088,056	2,154,380
<i><b>By Fund:</b></i>					
General Fund	1,636,764	1,638,097	1,792,982	1,939,109	1,999,911
Workers' Compensation	126,254	136,846	140,229	148,947	154,469
Other Funds					
	1,763,018	1,774,943	1,933,211	2,088,056	2,154,380
<b>General Fund FTE</b>					
	12.65	12.65	12.65	12.65	12.65
<b>Total FTE</b>					
	14.00	14.00	14.00	14.00	14.00

# CITY CLERK DEPARTMENT

## MISSION STATEMENT

*The City Clerk's Department provides citywide oversight for legislative proceedings and professional support to the City Council, City Manager and staff. As the Elections Official and Filing Officer, administers municipal elections, campaign finance and conflict of interest regulations. As the Records Manager, administers the citywide Records Management Program to maintain integrity of documented actions of the legislative bodies, and accessibility to the public. Performs all mandated functions under the United States Constitution, the Constitution of the State of California Codes, and the Charter of the City of Berkeley.*

## ORGANIZATION CHART



The following information is easily accessible on the City's Website at [www.CityofBerkeley.info](http://www.CityofBerkeley.info)

- ❑ **Berkeley Municipal Code and City Charter**  
City Ordinances and Charter provisions
- ❑ **Records Online**  
Provides a searchable index of City records, including Resolutions and Ordinances, along with the City's policy on Records and access to information
- ❑ **Council ePacket and Video stream**  
Includes links to the complete agenda reports and live streaming and archived videos of City Council meetings
- ❑ **Election Information**  
Includes general Election Information, Campaign Information (BERA, Campaign Disclosure Statements)
- ❑ **Commission Information**  
Commissioners' Manual, Application Information, Commissioner Training Video and Materials

# **CITY CLERK DEPARTMENT**

## **Department Overview**

### **Council and Commission Support**

City Clerk staff prepares the Council agendas and ePackets for the City Council and the Redevelopment Agency, and provides for the captioning and indexing of meeting video streams. The City Clerk administers the commission appointment process and maintains the information regarding the commission rules and regulations, as well as the agendas and minutes of commission meetings.

### **Legislative History**

The City Clerk attends the meetings of the City Council and Redevelopment Agency and maintains the legislative history of the City, including the City Charter and the Municipal Code.

### **Public Information and Records**

The Department provides general information and services to the public including: 1) administration of the Domestic Partnership Registry; 2) codification of the Municipal Code; and 3) a Guide for the Public on How to Access Information and Records. Citizens are welcome to visit the City Clerk Department to research and review legislative, candidate and ballot measure information, campaign and conflict of interest filings, and other public information. City Clerk staff maintain a broad range of information on the City's website at <http://www.CityofBerkeley/clerk/>.

### **Citywide Records Management**

The City Clerk is the Records Manager for the City and as such, maintains the City's Records Retention Schedule and provides departments with guidance on the best practices of records management. The City Clerk oversees an off-site records center where inactive City records are stored.

### **Campaign and Conflict Law**

The City Clerk is the local Filing Officer for the State of California. All local campaign committees are required to file campaign statements with the City Clerk. All designated employees, elected officials, consultants, and appointed commissioners are required to file conflict of interest statements with the City Clerk. The City Clerk maintains regulations and forms under the State's Political Reform Act and Berkeley's Election Reform Act.

### **Elections**

The City Clerk administers the City's elections including: 1) the nomination process for candidates; 2) processing of initiative, referendum, and recall petitions; 3) council-sponsored ballot measures; 4) ballot measure arguments; 5) election certification; and 6) conducting special elections.

## **CITY CLERK DEPARTMENT**

### **Major Accomplishments – FY 2008 & FY 2009**

- ❑ Administered November 2008 General Municipal Elections for elected officers and local ballot measures. Processed filing paperwork (signature in lieu of filing fee process, nomination process) for more than 25 prospective candidates, processed and published to the web campaign statements for over 20 campaign committees. Administered ballot measure process, including arguments and rebuttals, for seven ballot measures and coordinated voter pamphlet publication with County.
- ❑ Implemented Redistricting Charter Amendment
- ❑ Created New Candidate Handbook
- ❑ Converted the Berkeley Municipal Code to a more user-friendly online searchable format to provide more efficient public access
- ❑ Updated Commissioners' Manual
- ❑ Produced an updated Training Video for commission officers
- ❑ Increased compliance through online filing for campaign reports
- ❑ Adopted updated Conflict of Interest Code
- ❑ Drafted ranked Choice Voting ordinance, later adopted by Council
- ❑ Staffed 42 Council meetings, and processed 361 resolutions and 51 ordinances
- ❑ Completed over 150 research requests including public and staff), retrieved 731 boxes of records, processed 573 new records accessions, and destroyed 2618 boxes
- ❑ Conducted Comprehensive training for Commission secretaries – 100% attendance

### **Key Objectives for FY 2010 & FY 2011**

#### **Records/Public Information:**

The Records and Public Information Unit is responsible for the management and operation of the Citywide Records Management Program, including the Records Center and public access to public records. Key objectives include:

- ❑ Expand Records Online, the export agent of the Stellent Records Program, to the City's website. This will better allow internal and external customers to view various public records, including, but not limited to, City Council Meeting Minutes, Resolutions, Ordinances, Contracts and Deeds;
- ❑ Update the Citywide Records Retention Schedule;
- ❑ Convert City Charter to user-friendly, searchable online interface to allow for greater public access;
- ❑ Cross-training with 311 staff for smooth and successful switch over for general public information inquiries; and
- ❑ Train City staff and citizens on-line records retrieval procedures as needed.

## **CITY CLERK DEPARTMENT**

### **Agenda/Web Page/Berkeley Municipal Code:**

The Agenda Unit is responsible for the management of the citywide automated agenda workflow process and the meeting management for the City Council, Agenda Committee, Redevelopment Agency and other boards that comprise of a majority of members of the City Council. Key objectives include:

- ❑ Update council agenda templates to streamline style and adhere to industry scanning standards;
- ❑ Conduct citywide training and quarterly user-group meetings to allow feedback and update users on new meeting management functions and processes.

### **Elections/Campaigns/Commissions:**

The Elections Unit is responsible for the administration of elections, the initiative process, campaign reporting, conflict of interest disclosure, ethics training, and the City's commission member process. Key objectives include:

- ❑ Plan for implementation of Ranked Choice Voting for the November 2010 election;
- ❑ Begin planning for the council district redistricting process in anticipation of the 2010 census;
- ❑ Expand electronic filing opportunities for local campaign committees;
- ❑ Update forms and procedures, including a revised Candidate Guide for the 2010 general municipal election;
- ❑ Work with the Records Unit and IT on scanning historical Election Results and Voter Pamphlets into Records Online; and
- ❑ Redesign and update the Commissioners' Manual for 2011.



## CITY CLERK FINANCIAL SUMMARY

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>EXPENDITURES</b>					
<b>By Type:</b>					
Salaries and Benefits	1,024,403	1,068,478	1,151,058	1,259,498	1,298,563
Services and Materials	457,014	229,698	419,136	509,751	509,751
Capital Outlay	13,112	7,221	17,353	25,390	25,390
Internal Services	90,348	80,282	89,066	109,433	111,338
Indirect Cost Transfer					
	1,584,877	1,385,679	1,676,613	1,904,072	1,945,042
<b>By Division:</b>					
City Clerk	1,301,369	1,137,981	1,171,440	1,299,742	1,328,610
Elections	283,508	247,698	505,173	604,330	616,432
	1,584,877	1,385,679	1,676,613	1,904,072	1,945,042
<b>By Fund:</b>					
General Fund	1,584,877	1,385,679	1,676,613	1,904,072	1,945,042
Capital Improvement Fund					
Other Funds					
	1,584,877	1,385,679	1,676,613	1,904,072	1,945,042

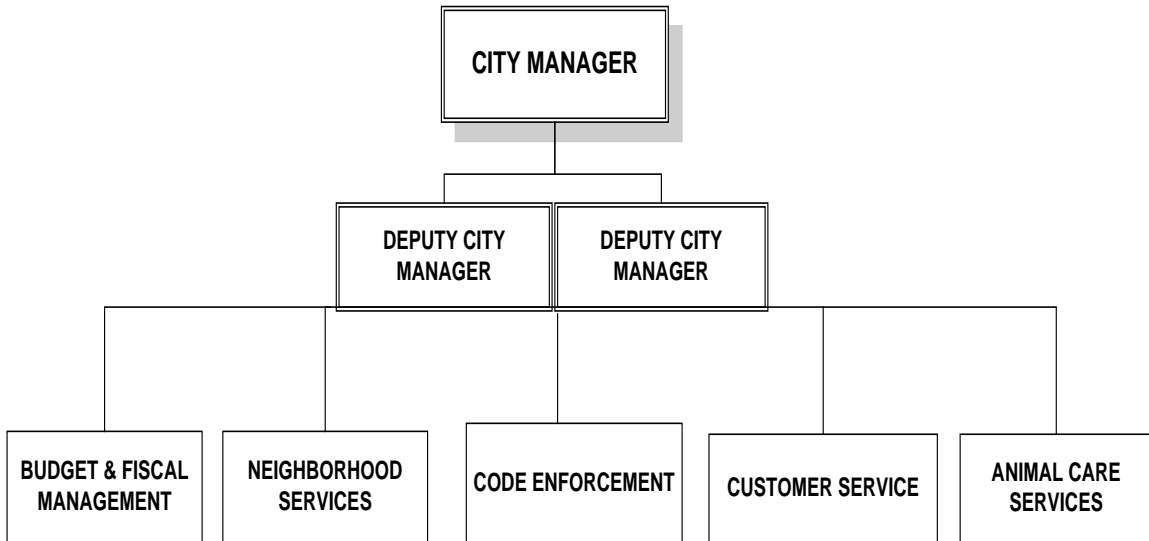
<b>General Fund FTE</b>	10.00	11.00	11.00	11.00	11.00
<b>Total FTE</b>	10.00	11.00	11.00	11.00	11.00

# **CITY MANAGER'S OFFICE**

## **MISSION STATEMENT**

*As City of Berkeley employees our mission is to provide quality services to our diverse community; promote an accessible safe, healthy, environmentally sound and culturally rich city; initiate innovative solutions; embrace respectful democratic participation; respond quickly and effectively to neighborhood and commercial concerns; and do so in a fiscally sound manner.*

## **ORGANIZATION CHART**



# **CITY MANAGER'S OFFICE**

## **Department Overview**

### **Administrative Unit**

The Administrative Unit provides support to the City Manager, Deputy City Manager, and the Assistant City Manager in the operations and management of the City functions, policy development, and the department's relationship with the City Council, citizens, and other external organizations.

### **Office of Budget & Fiscal Management**

The Budget Office is responsible for the preparation, development and management of the City's Budget - reviewing and analyzing all fiscal issues that impact the City.

### **Neighborhood Services**

The Neighborhood Services Unit provides residents and community groups with effective and efficient responses to neighborhood issues.

### **Code Enforcement**

The Code Enforcement Unit is responsible for the enforcement and coordination among City departments on administrative violations.

### **Animal Care Services**

Animal Care Services provides field services for the cities of Berkeley and Albany, and shelters animals from Berkeley, Albany, Piedmont, and Emeryville.

### **Customer Service**

The Customer Service Office provides citizens with answers to routine questions, process routine business transactions, and tracks routine service requests to the appropriate City department. This helps free up departments to focus on more complicated, non-routine customer service issues.

## **Major Accomplishments – FY 2008 & FY 2009**

- ❑ Received the "Distinguished Budget Presentation Award" from the Government Finance Officers Association for the FY 2008 & FY 2009 Adopted Biennial Budget;
- ❑ Designed and implemented a citywide Budget 101 class, training over 250 City employees;
- ❑ Designed a citywide FUND\$ for Budgeting class;
- ❑ Managed the City's response to the November 2007 Oil Spill;
- ❑ Led a team of staff and consultants to develop a program to enable property owners in Berkeley to use their property tax bills to finance the installation of solar photovoltaic panels on their rooftops – Berkeley First;

## **CITY MANAGER'S OFFICE**

- ❑ Coordinated the site selection and groundbreaking for the new Animal Shelter at 1 Bolivar Drive;
- ❑ Received a \$176,000 grant for the new Animal Shelter project and a \$40,000 grant for data collection from Maddie's Fund. Grants were given because the shelter has one of the lowest euthanasia rates in the state;
- ❑ Received an increased bond rating to AA+;
- ❑ Oversaw and coordinated with the Human Resources Department on the negotiations of new labor contracts with the City's labor groups;
- ❑ Developed focused budget work sessions with the City Council, including detailed presentations on City revenues; and
- ❑ Negotiated in-lieu payments – Golden Bear (1-time of \$400,000 and recurring payments of \$160,000).

### **Key Objectives for FY 2010 & FY 2011**

- ❑ Continue efforts to restructure the organization to align with priority services and create internal efficiencies and work process improvements within available resources;
- ❑ Develop comprehensive benchmarking comparison of city services;
- ❑ Implement citywide FUND\$ for Budgeting class;
- ❑ Continue to plan for long term fiscal health of the City of Berkeley;
- ❑ Finish implementing and officially launch Customer Service - 311;
- ❑ Reorganize Neighborhood Services as a result of budget reductions; and
- ❑ Oversee federal stimulus funds City will be receiving.

### **Significant Changes from Prior Year's Budget**

- ❑ Eliminated 1.0 FTE Senior Animal Control Officer and add 1.0 FTE Animal Control Officer. Reduce Animal Service Assistant from 1.0 FTE to .50 FTE
- ❑ Eliminated 1.0 Senior Management Analyst in Neighborhood Services
- ❑ Eliminated 1.0 FTE Code Enforcement Officer II position and add 1.0 FTE Assistant Planner
- ❑ Eliminated 1.0 FTE Customer Service Specialist III
- ❑ In FY 2011, eliminate 1.0 FTE Office Specialist II

## CITY MANAGER'S OFFICE FINANCIAL SUMMARY

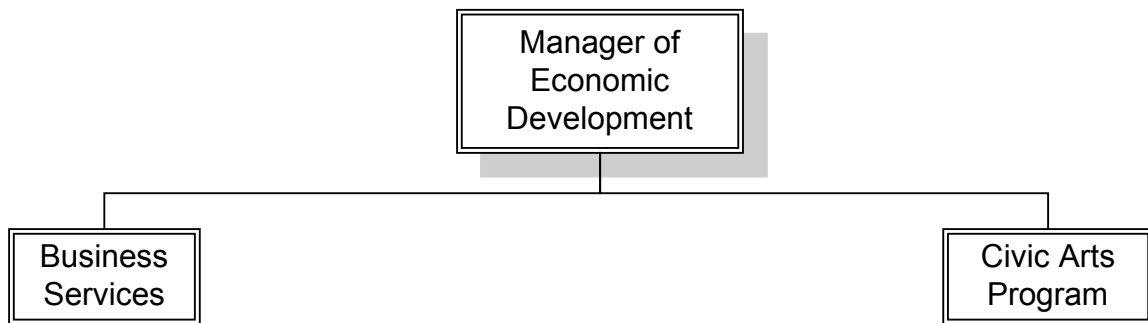
	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>EXPENDITURES</b>					
<b><i>By Type:</i></b>					
Salaries and Benefits	3,700,709	4,190,049	5,957,901	6,238,505	6,336,781
Services and Materials	450,625	553,464	1,211,526	1,276,288	1,074,108
Capital Outlay	22,987	8,116	15,510	100	100
Internal Services	183,460	179,084	330,260	304,030	308,728
Indirect Cost Transfer	36,719	18,169	98,589	96,229	98,635
	<u>4,394,500</u>	<u>4,948,882</u>	<u>7,613,786</u>	<u>7,915,152</u>	<u>7,818,352</u>
<b><i>By Division:</i></b>					
Administration	1,606,985	1,778,228	1,919,178	1,869,144	1,820,307
Neighborhood Services	980,001	1,229,595	1,154,797	1,173,966	1,206,016
Customer Service			2,584,372	2,709,474	2,571,616
Animal Care Services	1,249,895	1,287,033	1,295,289	1,399,108	1,431,756
Budget & Fiscal Mgmt.	557,619	654,026	660,150	763,460	788,657
	<u>4,394,500</u>	<u>4,948,882</u>	<u>7,613,786</u>	<u>7,915,152</u>	<u>7,818,352</u>
<b><i>By Fund:</i></b>					
General Fund	4,022,509	4,668,897	6,786,897	6,946,974	6,821,566
Animal Shelter Fund	26,120	27,223	32,995	42,000	42,000
Capital Improvement Fund	28,259	56,202	10,690	50,591	52,028
Refuse Fund	178,273	51,267	532,699	495,422	510,411
Sanitary Sewer Fund			50,892	87,399	90,254
Clean Storm Water			50,891	87,399	90,254
Permit Service Center	139,339	145,293	148,722	153,468	158,420
Other Funds				51,899	53,419
	<u>4,394,500</u>	<u>4,948,882</u>	<u>7,613,786</u>	<u>7,915,152</u>	<u>7,818,352</u>
<b><i>General Fund FTE</i></b>					
	30.15	31.90	43.40	41.90	40.90
<b><i>Total FTE</i></b>					
	33.30	33.30	51.80	49.30	48.30

# OFFICE OF ECONOMIC DEVELOPMENT

## MISSION STATEMENT

*The purpose of the Office of Economic Development (OED) is to expand employment and business opportunities for Berkeley residents, entrepreneurs and property owners through business retention and attraction; to generate a healthy business climate that maintains and enhances the environmental quality of the City, produces tax revenues to support civic goals and provides goods and services for the Berkeley populace; to support artistic and cultural activities for the community and generate new arts resources; and to ensure equal opportunities for minorities, women, and disabled persons in these endeavors.*

## ORGANIZATION CHART



# OFFICE OF ECONOMIC DEVELOPMENT

## Department Overview

### Business Services

The Business Services Division of OED works on the recruitment and retention of businesses in Berkeley, assists business associations and Business Improvement Districts, and helps guide developers in creating new commercial and mixed-use space. This division also promotes sustainable business practices through a variety of programs and services.

### Civic Arts Program

The Civic Arts Program administers the 1.5% for Public Art Program, the annual Civic Arts Grant Program and marketing of the arts through publicity, forums, free educational workshops, and publications. Staff works with the Civic Arts Commission, the Berkeley Cultural Trust, and the business community to promote Cultural Tourism.

## Major Accomplishments – FY 2008 & 2009

- Built a complete GIS-based listing of every ground floor retail property in the City. This information enables staff to produce periodic reports that track a variety of economic indicators including vacancy rates, comparative analyses of retail businesses by sub-sector, location, neighborhood, size, etc., as well as assisting in the modeling of economic trends and opportunities;
- Partnered with the Berkeley Business District Network and other local business partners to implement the *Buy Local Berkeley* campaign that promotes locally owned businesses by encouraging local patronage. *Buy Local Berkeley* now has nearly 300 participating businesses, a Website and Facebook page, and an e-mail list with more than 1,500 residents who receive periodic updates and special promotions;
- Worked with the Loan Administration Board to revise the management strategy for the City's South Berkeley EDA Revolving Loan portfolio, adding direct businesses assistance; revised loan terms for struggling loan recipients, and revising the out of date Administrative Plan. The first new loan in several years was given to Biofuel Oasis, a growing biofuel company that has created a new fueling station on the northwest corner of Ashby and Sacramento Street;
- Worked closely with Planning staff on the West Berkeley Project, an effort to modify existing West Berkeley Zoning to allow greater flexibility in land-use decisions, particularly with regard to Master Use Permits for large site developments;
- Continued assistance to neighborhood business districts and commercial clusters who are working to further develop their branding and marketing efforts;
- Provided City staff leadership critical to the creation and implementation of the East Bay Green Corridor Partnership including the development of a green career, education and employment pathway;

## **OFFICE OF ECONOMIC DEVELOPMENT**

- ❑ Facilitated 47 firms becoming “Bay Area Green Certified Businesses” for the first time;
- ❑ Implemented revisions to the First Source program to create efficiencies and align the City’s employment and training agency contracts with local hiring efforts, emerging green sector and other high-demand occupations;
- ❑ Coordinated mass hiring effort for 200+ jobs in West Berkeley;
- ❑ Worked to redesign the First Source program and align the City’s employment and training agency contracts with the emerging green jobs opportunities;
- ❑ Implemented a façade grant program targeted to the Adeline and Sacramento Corridors that has resulted in 11 applications, 9 currently in process;
- ❑ Worked with Planning Department to develop strategies for local ‘stimulus’ measures to assist local business activity;
- ❑ Provided a wide variety of location and development assistance to many private developers and businesses who are pursuing opportunities in Berkeley;
- ❑ Completed several significant public art installations in West Berkeley
- ❑ Completed an inventory and mapping project of all artists and artisans in West Berkeley as part of OED ongoing data development effort; and
- ❑ Obtained a \$100,000 public art grant from the Open Circle Foundation for an Interactive environmental art work in the Marina in partnership with the Audubon Society.

### **Key Objectives for FY 2010 & FY 2011**

- ❑ Increase marketing partnerships with Berkeley’s business districts as a way of maintaining visibility during difficult economic times;
- ❑ Continue to build the City’s data infrastructure to produce useful economic development reports and analyses;
- ❑ Continue assistance with the Berkeley Business District Network in expanding, marketing and implementing the City-wide “Buy Local Berkeley” campaign;
- ❑ Work with property owners, business districts and the University to create a ‘virtual incubator’ that consists of a comprehensive listing of all commercial spaces in the near-to-campus area coupled with targeted business assistance for new and emerging spin-off companies;
- ❑ Continue to work with the Planning Department on completion of the West Berkeley Project and assist with large site marketing and development activity in light of City’s Green Corridor principles and the region’s emerging green-tech opportunities;
- ❑ Continue to build inter-departmental collaboration to promote local and regional hiring efforts;
- ❑ Maintain and enhance efforts to retain auto dealerships and attract new regional-serving, tax revenue-generating businesses;
- ❑ Implement the East Bay Arts Corridor in partnership with the cities of Emeryville, Oakland and Richmond to facilitate regional marketing of artists and cultural resources and generation of new foundation arts grant. This



## **OFFICE OF ECONOMIC DEVELOPMENT**

project is being done with assistance from the Hewlett Foundation and several other foundation partners;

- Continue administration and support for Berkeley's Business Improvements Districts, merchant groups and other business organizations;
- Mapping of the performing arts groups in Berkeley with assistance from the Flora and William Hewlett Foundation.

### **Significant Changes from Prior Year's Budget**

The Adopted Budget reduces General Fund support for Economic Development by a total of \$170,173 over two years. In FY 2010, the reductions amount to \$53,032 and include a \$33,523 reduction to marketing efforts, a \$10,000 reduction in funds used to facilitate Green Business certifications by Alameda County, and a \$9,509 reduction to various non-personnel line items. In FY 2011, there will be reduction of one FTE Assistant Management Analyst position that will generate budget savings of \$117,141.

Starting in FY 2010 the Adult Employment function and all budget resources associated have been transferred to the new Housing and Community Services Department.

**OFFICE OF ECONOMIC DEVELOPMENT FINANCIAL SUMMARY**

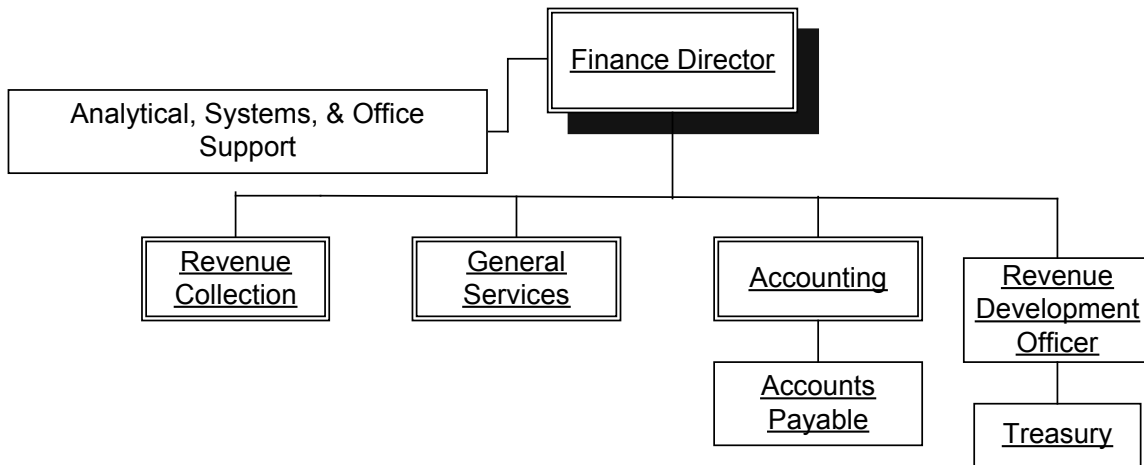
	<b>FY 2007 Actual</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2011 Adopted</b>
<b>EXPENDITURES</b>					
<b>By Type:</b>					
Salaries and Benefits	1,005,389	1,292,700	1,274,610	1,018,677	935,500
Services and Materials	1,415,211	1,525,209	1,880,082	1,899,555	1,909,584
Capital Outlay	8,351	6,412	2,309	-	-
Internal Services	55,036	83,481	77,259	6,025	6,106
Indirect Cost Transfer	2,040	2,649	3,404	975	1,000
	<b>2,486,027</b>	<b>2,910,451</b>	<b>3,237,664</b>	<b>2,925,232</b>	<b>2,852,190</b>
<b>By Division:</b>					
Administration	85,905	88,371	91,079	64,603	69,997
Adult Employment	392,114	438,423	309,673	-	-
Economic Development	1,108,852	1,553,407	1,902,625	1,934,626	1,826,108
Arts Coordination	852,870	716,865	730,431	645,958	670,902
South Berkeley Revitalization	46,286	45,632	65,400	113,494	114,668
Sustainable Development		67,753	138,456	166,551	170,515
	<b>2,486,027</b>	<b>2,910,451</b>	<b>3,237,664</b>	<b>2,925,232</b>	<b>2,852,190</b>
<b>By Fund:</b>					
General Fund	1,457,311	1,789,811	2,200,092	2,010,727	1,945,680
First Source	165,874	173,548	54,742		
Loan Funds	4,825	204,775	49,775	155,040	155,040
Business Improvement Districts Measure S	462,729	490,546	763,328	677,000	677,000
Public Art Fund	380,050	211,457	122,213	65,520	57,270
Refuse Fund	15,238	40,350	47,514	16,945	17,200
	<b>2,486,027</b>	<b>2,910,487</b>	<b>3,237,664</b>	<b>2,925,232</b>	<b>2,852,190</b>
<b>General Fund FTE</b>	7.63	7.63	9.00	7.60	6.60
<b>Total FTE</b>	10.00	10.00	9.85	7.85	6.85

# FINANCE DEPARTMENT

## MISSION STATEMENT

*The Finance Department conducts all of our responsibilities with integrity, warrant and receive the trust of colleagues and constituents, and to positively support the delivery of quality services to fulfill the City's mission and citywide priorities. Within the framework of full disclosure and quality customer service, our principal obligations are to safeguard City assets, maximize revenues, manage the business of City programs, and provide accurate, timely, and complete financial information.*

## ORGANIZATION CHART



# **FINANCE DEPARTMENT**

## **Department Overview**

The Finance Department provides direct services to the entire Berkeley community of residents and businesses, and support to all City departments.

## **Office of the Director & Finance Administration**

Serves as the City's Chief Financial Officer, Investment Manager, and City Treasurer. This division provides revenue and economic forecasting and other information to City policymakers and stakeholders; manages the City and retiree medical plan investment portfolios, debt issues, revenue audits and Use Tax Project; and provides business administration and technical assistance to City departments.

## **Accounting**

Maintains the City's general ledger, and prepares the City's internal and external financial statements and reports. Accounting is responsible for all bank reconciliations, development of the indirect cost allocation plans, and quality control review on accounting transactions entered by all departments. Accounting also prepares all required State Controller, payroll, and sales tax returns.

## **Revenue Collection**

The Revenue Collection Division provides billing and collection services for refuse and most other City services; prepares the City's and Berkeley Unified School District's special property tax rolls for inclusion on the annual property tax bill; processes Transfer Tax, Seismic Retrofit and Low-Income Rebates; prepares and processes annual residential parking and business license renewals; and maintains the City's land database.

## **General Services**

Manages citywide procurement activities, from issuing and awarding all non-construction bids and Request For Proposals (RFPs), to obtaining the best competitive pricing for purchases while adhering to the City's purchasing policies. The City's central mail services and print shop are also within Finance General Services.

## **Major Accomplishments – FY 2008 & FY 2009**

- Increased the General Fund revenue base by \$1,248,025 in the last 18 months, versus an objective of \$500,000 over three years.

<b>REVENUE CATEGORY</b>	<b>AMOUNT</b>
Business License	\$ 725,806
Transient Occupancy Tax	174,179
Parking Lot Tax	98,040
Sales (Use) Tax	250,000
<b>Total</b>	<b>\$ 1,248,025</b>

## **FINANCE DEPARTMENT**

- Also, generated \$1,635,797 in one-time revenue for the General Fund in FY 2008 and FY 2009, as follows:

<b>REVENUE CATEGORY</b>	<b>AMOUNT</b>
Business License	\$ 725,806
Transient Occupancy Tax	169,482
Parking Lot Tax	511,468
Utility User's Tax	188,121
Transfer Tax	40,920
<b>Total</b>	<b>\$ 1,635,797</b>

- Investment staff exceeded their performance measure (i.e., State Local Agency Investment Fund) by average of over 200 basis points (or 2.0 percent);
- Worked with Information/Technology to complete the project to provide each department with the PBX phone bills, which details the time spent on all incoming and outgoing phone calls and the cost of outgoing calls;
- Identified \$290,000 in Office Depot overcharges;
- Worked with Information/Technology to develop City-wide Fund\$ training in Purchasing/Inventory module;
- Expanded the Use Tax Direct Payment Program to include Alta Bates. This project enables the City to receive significantly more Sales/Use Taxes on out-of-state purchases of tangible personal property and capital lease than it would normally receive;
- Completed the Comprehensive Annual Financial Report (CAFR) for the FY 2008 by October 31, 2008 or two months sooner than it has ever been completed;
- Updated procedures and processes to allow animal licenses to be issued at the Berkeley Animal Shelter;
- Worked in conjunction with Information Technology Department to design and implement new Special Tax Billing System;
- Cleaned up and improved Taxi permitting system; and
- Provided four cash handling training sessions to Library staff.

### **Key Objectives for FY 2010 & FY 2011**

- Develop and implement revenue-generating ideas that will result in an increase in the General Fund's revenue base by at least \$600,000 over the next two years;
- Generate \$5,200,000 in General Fund's interest revenue in an extremely poor interest environment;
- Become more effective collecting delinquent amounts due the City;

## ***FINANCE DEPARTMENT***

- ❑ Enhance lockbox services, and implement an improved web payment system to enable citizens to make any payment to the City via the web, including refuse and other City billed services and payments;
- ❑ Complete major clean up of the Business License Tax (BLT) database and implement new BLT software, to improve license processing and enhance revenue collection;
- ❑ Complete and implement effective succession plans;
- ❑ Grants Inventory & Reporting Project: Establish a reliable, comprehensive and functional inventory of City grant awards, along with procedures for monitoring grant agreement amendments and substantially revise the grants reporting format;
- ❑ Grants Accounting & Budgeting: Develop mechanisms to control and limit expenditure of grant funds in excess of their revenues, except where Council approves matching funds or department has other revenue to make up shortfall of grant;
- ❑ Implement new refuse billing system in conjunction with Public Works Transfer Station software upgrade; and
- ❑ Complete the FY 2010 CAFR by September 30, 2010.

### **Significant Changes from Prior Year's Budget**

The key change in the FY 2010 & FY 2011 Adopted Budget is the reallocation of an Assistant Management Analyst position to a Revenue Development Assistant position.

## FINANCE DEPARTMENT FINANCIAL SUMMARY

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>EXPENDITURES</b>					
<b>By Type:</b>					
Salaries and Benefits	5,746,609	6,375,128	5,030,765	5,380,447	5,547,213
Services and Materials	1,170,152	1,552,795	809,335	952,531	970,981
Capital Outlay	15,892	25,219	8,589	9,611	9,611
Internal Services	404,782	360,741	289,937	342,501	346,228
Indirect Cost Transfer	122,466	173,616	123,317	112,196	115,189
	<b>7,459,901</b>	<b>8,487,499</b>	<b>6,261,943</b>	<b>6,797,286</b>	<b>6,989,222</b>
<b>By Division:</b>					
Office of the Director	1,880,876	1,825,398	1,842,343	1,813,529	1,860,231
Accounting	898,082	994,163	1,104,208	1,153,132	1,187,009
General Services	1,157,468	1,300,912	1,313,305	1,621,786	1,673,010
Customer Service	1,766,935	2,484,112	83,437	11,571	11,634
Parking	48,178	42,279	43,000	40,000	40,000
Revenue Collection	1,708,203	1,840,503	1,875,450	2,157,268	2,217,338
Real Estate		132	200	-	-
	<b>7,459,742</b>	<b>8,487,499</b>	<b>6,261,943</b>	<b>6,797,286</b>	<b>6,989,222</b>
<b>By Fund:</b>					
General Fund	5,659,397	6,293,282	4,467,893	4,569,531	4,693,261
Paramedic Assmt Dist	13,368	6,060	7,419	12,571	12,972
Library	13,367	6,045	7,409	12,572	12,973
Rental Housing Safety	33,616	38,084	13,414	79,138	81,569
Parks Tax	13,358	6,043	7,410	12,572	12,973
Street Light Assmt.	15,222	7,003	8,620	14,451	14,899
Refuse Fund	1,004,935	1,322,594	977,926	1,029,928	1,058,354
Sanitary Sewer Fund	15,220	7,000			
Clean Storm Water	15,167	6,998	8,618	14,451	14,899
Private Sewer Lateral	27,674	21,534	20,742	22,359	23,131
Off Street Parking	159	132	200		
Parking Meter	40,000	40,000	43,000	40,000	40,000
Equipment Replacement		90,721	107,592	117,598	120,426
Central Services	575,069	604,329	543,705	812,938	842,785
Other Funds	33,349	37,674	47,995	59,177	60,980
	<b>7,459,901</b>	<b>8,487,499</b>	<b>6,261,943</b>	<b>6,797,286</b>	<b>6,989,222</b>
<b>General Fund FTE</b>					
	49.00	49.00	32.75	33.50	33.50
<b>Total FTE</b>					
	66.50	67.50	50.50	47.50	47.50

## FINANCE DEPARTMENT FINANCIAL SUMMARY

	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Proposed	FY 2011 Proposed
<b>DIVISION/ACTIVITY SUMMARY</b>					
<b>Office of the Director</b>					
Administration	861,424	855,288	666,489	571,692	584,621
Systems Support	241,106	250,066	396,518	419,993	427,834
Treasury	422,491	331,345	368,911	393,692	405,268
Accounts Payable	355,855	388,699	410,425	428,152	442,508
Division Total	1,880,876	1,825,398	1,842,343	1,813,529	1,860,231
FTE Total	16.00	16.00	13.00	13.00	13.00
<b>Accounting</b>					
Administration	898,082	994,163	1,104,208	1,153,132	1,187,009
Division Total	898,082	994,163	1,104,208	1,153,132	1,187,009
FTE Total	8.00	8.00	8.00	8.00	8.00
<b>General Services</b>					
Procurement	558,171	696,583	747,394	808,848	830,225
Mail Services	330,055	342,591	271,463	398,865	422,439
Print Services	269,242	261,738	294,448	414,073	420,346
Division Total	1,157,468	1,300,912	1,313,305	1,621,786	1,673,010
FTE Total	8.50	9.50	9.50	9.50	9.50
<b>Customer Service</b>					
311	953,391	1,949,305	83,437	236	241
Counter/Call Center	574,279	516,327		236	241
Licensing	239,265	18,480		11,099	11,152
Division Total	1,766,935	2,484,112	83,437	11,571	11,634
FTE Total	16.00	16.00	2.00	-	-



## FINANCE DEPARTMENT FINANCIAL SUMMARY

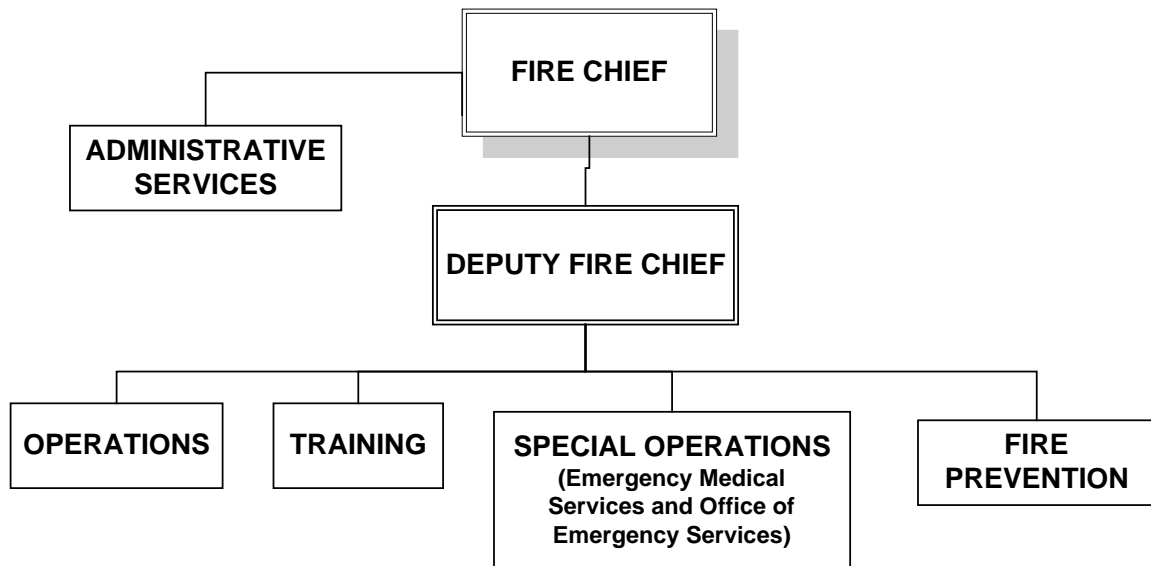
	FY 2007 Actual	FY 2008 Actual	FY 2009 Adopted	FY 2010 Proposed	FY 2011 Proposed
<b>DIVISION/ACTIVITY SUMMARY cont.</b>					
<b>Parking</b>					
Administration	48,178	42,279	43,000	40,000	40,000
Division Total	48,178	42,279	43,000	40,000	40,000
FTE Total		-	-	-	-
<b>Revenue Collection</b>					
Billing	1,098,887	1,156,043	1,191,879	1,479,927	1,519,601
Collections	319,487	382,450	402,197	407,098	418,981
Customer Service	289,829	105,395	97,563	101,376	104,775
Licensing		196,615	183,811	168,867	173,981
Division Total	1,708,203	1,840,503	1,875,450	2,157,268	2,217,338
FTE Total	18.00	18.00	18.00	17.00	17.00
<b>Real Estate</b>					
Real Estate Management	159	132	200	-	-
Division Total	159	132	200	-	-
FTE Total					
<b>Department Total</b>	7,459,901	8,487,499	6,261,943	6,797,286	6,989,222
<b>FTE Total</b>	66.50	67.50	50.50	47.50	47.50

# ***FIRE DEPARTMENT***

## **MISSION STATEMENT**

*To protect and serve the community with courage, honor, integrity and pride.*

## **ORGANIZATION CHART**



# ***FIRE DEPARTMENT***

## **Department Overview**

### **Fire Administration**

The Office of the Fire Chief directs the department in field operations, budget and fiscal policy, administrative systems and procedures, employee training and development, and other administrative activities. Financial Administrative Services provides fiscal services to both the Police and Fire Departments in payroll, accounting, purchasing, contracts, billing, and refunds.

### **Fire Operations**

Fire Operations provide emergency services in fire suppression, emergency medical and rescue response, emergency service response, hazardous materials response, fire alarm response, and all other emergency calls.

### **Fire Prevention**

The Fire Prevention Division plans, organizes and implements all Fire Department prevention and inspection programs, including fire and arson investigations, vegetation management, hazard abatement, code enforcement, public fire safety education, plan checking, and evaluation and development of codes and ordinances.

### **Special Operations – Emergency Medical Services and Office of Emergency Services**

Emergency Medical Services provides Advanced Life Support and staff paramedic transport ambulance units. The Office of Emergency Services guides City policy and implements disaster preparedness and response programs, outreach and education, and regional collaboration planning.

### **Training**

The Training Division provides all the required department training to comply with local, county, state, and federal mandates.

## **Major Accomplishments – FY 2008 and 2009**

- ❑ The Fire Department has been working with the Police Department and the Information Technology Department (project lead) on a new Public Safety Technology System. New World Systems has worked with staff to implement the CAD portion of the system with a cut over date of April 2009. Records Management and Mobile Computing are scheduled for implementation in FY 2010.
- ❑ Passage of Measure GG – Fire Protection and Emergency Response and Preparedness Tax
- ❑ Award and completion of a grant from Fireman’s Fund for training and supplies for a Water Rescue Program
- ❑ Recruitment efforts brought department to full staffing
- ❑ Adoption of new Fire Code

## ***FIRE DEPARTMENT***

- ❑ Provided Incident Command System (ICS) mandated training for Fire Department personnel
- ❑ Provided and coordinated Incident Command System (ICS) mandated training for City departments
- ❑ Implemented Student Housing Disaster Preparedness Program funded by Super Urban Area Security Initiative (SUASI)

### **Key Objectives for FY 2010 & FY 2011**

- ❑ Complete Above Ground Auxiliary Firefighting Water System (Measure Q);
- ❑ Continue recruitment efforts for full staffing;
- ❑ Expand Community Emergency Response Training (CERT) program for Berkeley residents;
- ❑ Coordinate with Alameda County Emergency Medical Services (EMS) agency to update ambulance transport agreement;
- ❑ Implement communications for a Fire Station Alerting System;
- ❑ Expand Paramedic Program; and
- ❑ Enhance Disaster Preparedness programs and staffing.

### **Significant Changes from Prior Year's Budget**

In November 2008, the residents of Berkeley overwhelmingly supported enhancing fire and emergency services by passing Measure GG, the Fire Protection & Emergency Response & Preparedness Tax. This tax will enhance service delivery in key operational, response, and preparedness program areas.

Measure GG creates new programs and expands services requiring technical knowledge, extensive supervision, and program management. The reorganization of the Fire Department is designed to administer the expanded services and strengthen operational readiness and preparedness.

The division of Emergency Medical Services and the Office of Emergency Services is combined to create a new division, Special Operations, beginning FY 2010. The Fire Prevention Division will become a stand-alone division.

Measure GG provides funding for three (3) new positions. An Assistant Fire Chief will provide executive management to the Special Operations division. The classification of Emergency Services Coordinator will be created and assigned to Special Operations to provide technical expertise and to coordinate Citywide emergency management and disaster mitigation activities. A Fire Lieutenant will also be assigned to the Special Operations division. This position will be responsible for assisting with program development and community preparedness initiatives, as well as manage operational and quality assurance / quality improvement components of the Emergency Medical Services program.

## ***FIRE DEPARTMENT***

Measure GG will restore a Fire Captain to the Training Division. The strengthening of the Training Division is needed to adequately manage the delivery of emergency response training along with local and federal mandated training. The restoration of the training officer will increase the Fire Department's capacity to develop and administer training and development programs, and create more effective programs for outreach and recruitment to ensure a diverse work force.

In an effort to better distinguish managerial assignments, a new classification of Battalion Chief is recommended that emphasizes the primary responsibilities of the management and supervision over firefighting and emergency response companies. This classification will be used in the Operations division. The Assistant Fire Chief classification has also been revised to reflect executive management assignments which include Fire Prevention, Training, and Special Operations.

## FIRE DEPARTMENT FINANCIAL SUMMARY

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>EXPENDITURES</b>					
<b>By Type:</b>					
Salaries and Benefits	22,577,100	24,963,832	25,709,955	26,025,680	26,293,730
Services and Materials	1,240,202	1,294,423	1,383,619	6,075,944	4,260,789
Capital Outlay	141,654	1,118,697	1,347,775	617,550	222,550
Internal Services	1,286,436	1,332,311	1,606,472	1,393,612	1,412,270
Indirect Cost Transfer					
	<u>25,245,392</u>	<u>28,709,263</u>	<u>30,047,821</u>	<u>34,112,786</u>	<u>32,189,339</u>
<b>By Division:</b>					
Office of the Fire Chief	718,830	783,800	867,829	1,152,036	1,187,136
Fire Administrative Services	344,026	353,505	363,095	415,357	427,136
Fire Operations	24,182,536	27,571,958	28,816,897	32,545,393	30,575,067
	<u>25,245,392</u>	<u>28,709,263</u>	<u>30,047,821</u>	<u>34,112,786</u>	<u>32,189,339</u>
<b>By Fund:</b>					
General Fund	21,721,168	24,456,485	24,371,324	25,274,756	25,529,606
Paramedic Tax Fund	3,289,235	3,014,251	3,504,614	2,863,030	2,879,733
CFD #1 Dis Fire Protect Bond	234,989	1,238,527	1,475,555	575,000	180,000
Measure GG			651,717	5,400,000	3,600,000
Other Funds			44,611		
	<u>25,245,392</u>	<u>28,709,263</u>	<u>30,047,821</u>	<u>34,112,786</u>	<u>32,189,339</u>

<b>General Fund FTE</b>	115.50	118.06	118.06	122.25	122.25
<b>Total FTE</b>	136.75	136.75	136.75	139.75	139.75

**FIRE DEPARTMENT FINANCIAL SUMMARY**

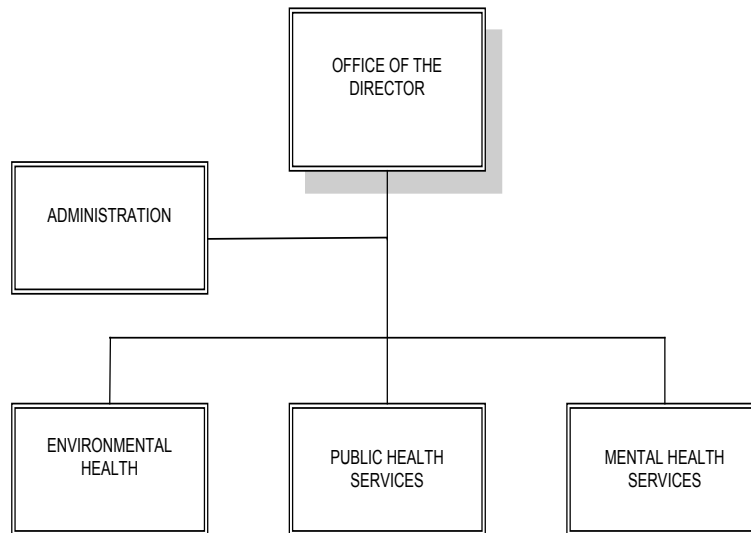
	<b>FY 2007 Actual</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2011 Adopted</b>
<b>DIVISION/ACTIVITY SUMMARY</b>					
<i><b>Office of the Fire Chief</b></i>					
Administration	386,155	474,485	523,558	498,791	517,904
Disaster Preparedness	332,675	309,315	344,271	653,245	669,232
Division Total	718,830	783,800	867,829	1,152,036	1,187,136
FTE Total	3.00	3.00	3.00	6.00	6.00
<i><b>Fire Administrative Services</b></i>					
Financial Admin. Services	344,026	353,505	363,095	415,357	427,136
Division Total	344,026	353,505	363,095	415,357	427,136
FTE Total	3.75	3.75	3.75	3.75	3.75
<i><b>Fire Operations</b></i>					
Administration	484,880	540,317	580,994	569,217	582,401
Suppression/Rescue/Hazard	16,641,419	18,800,647	19,586,877	23,942,255	21,893,404
Fire Prevention	735,812	868,049	636,809	688,737	697,144
Fire Training	399,312	404,572	488,625	386,499	395,602
Emergency Medical Service	5,921,113	6,958,373	7,523,592	6,958,685	7,006,516
Division Total	24,182,536	27,571,958	28,816,897	32,545,393	30,575,067
FTE Total	130.00	130.00	130.00	130.00	130.00
<b>Department Total</b>	25,245,392	28,709,263	30,047,821	34,112,786	32,189,339
<b>FTE Total</b>	136.75	136.75	136.75	139.75	139.75

# DEPARTMENT OF HEALTH SERVICES

## MISSION STATEMENT

*The mission of the Department of Health Services is to protect and improve public health and the quality of life for individuals and families in Berkeley through innovative policies, effective services, and strong community partnerships.*

## ORGANIZATION CHART





# ***DEPARTMENT OF HEALTH SERVICES***

## **Department Overview**

### **Office of the Director and Administration**

This office provides overall leadership and management for the department; manages the Department's fiscal activities including budgeting, accounting, payroll, purchasing and billings to external funders; contract administration; and information systems support.

### **Environmental Health Services**

This division provides disease prevention and control services with an emphasis on education and enforcement by conducting environmental health inspections at regulated facilities, abating public nuisances, and working with various partners to protect and improve the health and well being of the community.

### **Mental Health Services**

This division provides mental health prevention and intervention services with a focus on high-risk adults, youth and families. Working closely with other City departments and community partners, the Division operates specialized services such as Drop-in Crisis and Brief Treatment Services, Medication Support, Intensive Case Management, Mobile Crisis/Emergency Response, School-Based Mental Health, Homeless Outreach, and Disaster Mental Health Response and Recovery.

### **Public Health Services**

The Public Health Division, in partnership with Berkeley's diverse communities, strives to achieve and maintain optimal health and well being for all people in Berkeley. Its programs promote healthy behaviors and environments, prevent illness and injury, protect against disease and emerging health threats, reduce health inequities, and advocate for social and environmental justice. Priority program areas are: a healthy start for every child, healthy youth development, chronic disease prevention, and public health preparedness.

## **DEPARTMENT OF HEALTH SERVICES**

### **Major Accomplishments – FY 2008 and FY 2009**

- ❑ Partnered with Berkeley Unified School District to conduct the largest ever community flu vaccination clinic as a preparedness field operations exercise, serving more than 1,450 residents;
- ❑ Provided approximately 640 job placements for Berkeley youth;
- ❑ Conducted more than 2,900 food safety inspections at restaurants, food markets and other retail food facilities for health compliance;
- ❑ Abated more than 900 properties with vector violations, removed 113 inoperable vehicles and baited more than 1,225 sewer locations to control rodent population;
- ❑ Initiated “Heart 2 Heart” project in partnership with LifeLong Medical, designed to reduce health inequities in cardiovascular disease by working with residents in South and West Berkeley;
- ❑ Launched Berkeley’s “Be A Star” early childhood development initiative;
- ❑ Utilized grant funding to establish a new health clinic at Berkeley Technology Academy, providing on-site medical services, health education, and mental health services to students;
- ❑ Improved Communicable Disease and Tuberculosis control capability through development of the Berkeley Outbreak Management System (BOMS) electronic database management system;
- ❑ Improved breastfeeding rates in the Women, Infants and Children (WIC) population, achieving the highest WIC breastfeeding rate in the State (59%);
- ❑ Established “Eat Well Berkeley,” to encourage restaurants in Berkeley to offer healthier options, registered seven restaurants, and expanded the program to include catering services with UC Berkeley and corner market stores near middle schools;
- ❑ Collaborated with Berkeley Police and volunteers to assess the compliance of Berkeley tobacco retailers with applicable laws; only 4% of stores sold to youth decoys, well below the State average and Berkeley’s prior rate of 18%;
- ❑ Received grant for a new Asthma Prevention project designed to assess homes in South and West Berkeley to reduce in-home asthma triggers;
- ❑ Introduced Family Advocacy services to increase family participation in service planning and providing appropriate support for mentally ill adults, children and youth;
- ❑ Provided new homeless outreach and engagement services through the “Public Commons for Everyone” initiative, working with community partners to secure housing for several high-risk homeless individuals;
- ❑ Increased services for Medi-Cal eligible youth and offered a broader range of services to school-age children and young adults; and
- ❑ Implemented targeted interventions to reduce disparities in access to clinic-based mental health services for Latinos.
- ❑ Completed implementation of County Detox and Sobering Station facilities.

## ***DEPARTMENT OF HEALTH SERVICES***

### **Key Objectives for FY 2010 & FY 2011**

- ❑ Develop and monitor implementation of Mayor's Task Force on Health recommendations on chronic disease prevention and management, mental health and alcohol and other drugs;
- ❑ Coordinate pandemic influenza preparedness with other City departments, community partners, regional partners, and Berkeley residents;
- ❑ Continue implementation of "Everyone Home" 10-year plan to end homelessness;
- ❑ Seek additional funding to reorganize, enhance, and supplement Environmental Health programs;
- ❑ Design/implement mental health services for Transition Age Youth and other MHSA target populations;
- ❑ Expand prevention and early intervention services to address mental health problems in historically underserved groups;
- ❑ Initiate revenue enhancement project at BHS/B-Tech;
- ❑ Pursue options for new AOD funding to better serve Berkeley Youth;
- ❑ Secure funding for and implement Public Health Information Management System (PHPIMS);
- ❑ Expand and secure funding for the "Be A Star" healthy early childhood development initiative, and integrate with parallel Alameda County SART initiative;
- ❑ Develop an evaluation plan to determine the impact of "Heart 2 Heart" place-based approach on the social determinants of health in the targeted neighborhoods;
- ❑ Identify and maintain priority public health services in the face of major fiscal challenges;
- ❑ Begin issuing food packages through the WIC program;
- ❑ Complete smoke-free multi-unit residence ordinance;
- ❑ Conduct a business analysis of Environmental Health Division programs and obtain data obtain data management system to facilitate program activity tracking and reporting;
- ❑ Design and implement reorganization strategies for the Mental Health Division to improve administrative and clinical functioning;
- ❑ Integrate Mental Health Services Act programs and adapt to revenue reductions anticipated over the next four years; and
- ❑ Identify and implement strategies for increased community partnerships that provide integrated service experiences for people with multiple problems and disabilities; and
- ❑ Actively participate and support Vision 2020 Initiative with BUSD and community.

## ***DEPARTMENT OF HEALTH SERVICES***

### **Significant Changes from Prior Year's Budget**

- To better align community services, distribute the workload and allow the department to focus on health issues and programs, two divisions, Aging Services and Youth Employment, are being transferred to the Housing & Community Services Department.
- General Fund reductions for FY 2010 and 2011 were accomplished through a combination of position reductions and eliminations and cost-shifting portions of some administrative and program staff on to key departmental funds. The reserve capacity of these proprietary funds is not limitless however, and prudent management of those reserves will ensure continued support to and expansion of critical public and mental health programs, for which funding is becoming increasingly uncertain at both the State and Federal level.
- Uncertainty regarding the short- and long-term implications of the State budget for ongoing program and service delivery has impacted how the Department plans for and explores alternative funding options. The Department remains squarely focused on monitoring and serving vulnerable populations most at risk.
- The Public Health Division is working to manage a \$1.2 million structural deficit in the Public Health Realignment Fund. In order to slow the draw-down of fund reserves, a four-year program has been initiated to ensure the maintenance in this fund of an 8% to 10% reserve through FY 2013.
- The Mental Health Division is facing a \$1.7 million structural deficit in FY 2010 and has proposed a comprehensive set of balancing measures that will reduce spending, cost-shift where appropriate to alternate funds, and realign service priorities.
- The 2004 passage of Proposition 63, the Mental Health Services Act, provided a new revenue stream to expand the City's mental health system to better meet the mental health needs of under-served communities. Increased funding for FY 2010 and FY 2011 will bring the annual funding allocation to approximately \$3.7 million, a significant new resource for the City.

## DEPARTMENT OF HEALTH SERVICES FINANCIAL SUMMARY

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>EXPENDITURES</b>					
<b>By Type:</b>					
Salaries and Benefits	22,974,069	24,240,707	24,363,892	22,529,731	22,882,816
Services and Materials	2,961,360	3,011,607	3,266,834	2,003,818	1,948,997
Capital Outlay	196,444	235,391	155,896	69,629	67,129
Internal Services	1,497,164	1,386,700	1,510,820	1,150,889	1,158,552
Indirect Cost Transfer	34,140	32,972	48,609	25,080	25,842
	<u>27,663,177</u>	<u>28,907,377</u>	<u>29,346,051</u>	<u>25,779,147</u>	<u>26,083,336</u>
<b>By Division:</b>					
Office of the Director	720,977	719,289	662,945	498,630	514,426
Administrative Services	1,062,489	1,158,392	1,341,356	955,446	816,239
Environmental Health	1,651,410	1,820,597	1,855,207	1,956,678	2,012,881
Mental Health	8,740,158	9,731,472	9,711,839	9,770,892	9,979,026
Public Health	11,657,673	11,755,647	11,938,693	12,597,501	12,760,764
Seniors/Recreation	3,015,822	2,900,730	2,938,343	-	-
Adult and Youth Employment	814,648	821,250	897,668	-	-
	<u>27,663,177</u>	<u>28,907,377</u>	<u>29,346,051</u>	<u>25,779,147</u>	<u>26,083,336</u>
<b>By Fund:</b>					
General Fund	9,100,108	9,509,384	10,290,601	7,064,794	6,942,896
Capital Improvement Fund					
CDBG					
Federal Funds	525,925	363,601	337,776	142,465	147,201
State Funds	15,878,807	16,688,788	16,291,634	16,586,745	16,950,398
County Grants	1,201,785	1,558,504	1,560,829	1,374,604	1,414,725
Local and Foundation Grants	646,051	510,312	518,146	377,669	387,942
Refuse	111,254	66,086	141,453		
Sewer Fund	199,203	210,702	205,612	232,870	240,174
Other Funds	44				
	<u>27,663,177</u>	<u>28,907,377</u>	<u>29,346,051</u>	<u>25,779,147</u>	<u>26,083,336</u>

<b>General Fund FTE</b>	67.30	65.84	69.21	43.58	42.08
<b>Total FTE</b>	273.73	271.48	279.30	194.54	193.04

## DEPARTMENT OF HEALTH SERVICES FINANCIAL SUMMARY

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>DIVISION/ACTIVITY SUMMARY</b>					
<b>Office of the Director</b>					
Office of the Director	720,977	719,289	662,945	498,630	514,426
Division Total	720,977	719,289	662,945	498,630	514,426
FTE Total	5.00	4.00	4.49	4.49	4.49
<b>Administrative Services</b>					
Financial Admin Services	975,817	1,092,051	1,278,633	824,364	684,605
Special Events	86,672	66,341	62,723	131,082	131,634
Division Total	1,062,489	1,158,392	1,341,356	955,446	816,239
FTE Total	14.80	13.80	11.00	7.00	6.00
<b>Environmental Health</b>					
Office of the Manager	403,151	394,623	452,129	444,749	459,032
Environmental Health	651,811	776,664	746,273	779,753	801,509
Abandoned Auto Abatement	84,764	93,755	93,033	133,212	136,433
Vector Control	287,411	328,505	318,870	334,474	344,280
Sewer Emergencies	92,528	111,922	101,478	122,324	124,844
Waste Tire Enforcement	131,745	115,128	143,424	142,166	146,783
Division Total	1,651,410	1,820,597	1,855,207	1,956,678	2,012,881
FTE Total	14.70	15.00	15.00	14.00	14.00
<b>Mental Health</b>					
Office of the Manager	1,566,957	2,005,972	1,789,968	2,285,085	2,285,275
Mental Health Services Act		935,994	1,575,732	1,788,483	1,840,604
Adult Outpatient	96,134	99,226	107,487	111,018	114,225
Assertive Community Treatment	1,301,778	1,309,920	1,097,739	1,102,683	1,136,467
Family Youth & Child Treatment	1,448,916	1,873,975	1,906,388	1,576,074	1,619,690
Crisis Services	2,222,243	1,915,062	1,910,379	2,094,584	2,149,308
Intensive Case Management	1,165,688	1,332,431	1,184,180	812,965	833,457
Mental Health Homeless Program	938,442	258,892	139,966		
Division Total	8,740,158	9,731,472	9,711,839	9,770,892	9,979,026
FTE Total	65.00	69.45	71.04	71.38	70.88
<b>Public Health</b>					
Office of the Health Officer	2,345,300	2,442,039	2,372,392	2,660,007	2,690,692
Chronic Disease Education & Health Promotion	2,323,736	2,318,593	2,178,378	2,091,984	2,010,954
Nursing/Field Services	3,421,380	2,973,866	3,046,470	3,471,255	3,607,115
Maternal Child Health/School Clinic Services	1,918,207	2,322,531	2,234,745	2,324,995	2,357,162
Adult Health Clinic/AIDS Activities	1,649,050	1,698,618	2,106,708	2,049,260	2,094,841
Division Total	11,657,673	11,755,647	11,938,693	12,597,501	12,760,764
FTE Total	111.66	109.41	116.02	97.67	97.67

**DEPARTMENT OF HEALTH SERVICES FINANCIAL SUMMARY**

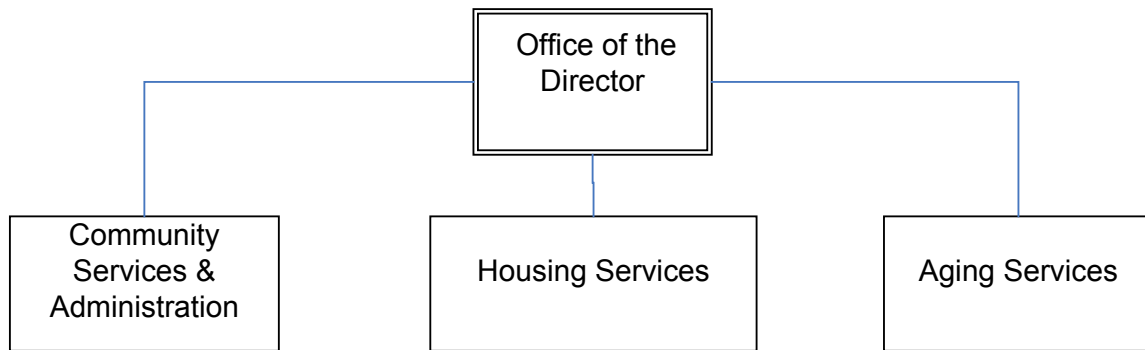
	<b>FY 2007 Actual</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2011 Adopted</b>
<b>DIVISION/ACTIVITY SUMMARY cont.</b>					
<b><i>Aging Services</i></b>					
Senior Programs	3,015,822	2,900,730	2,938,343		
Division Total	3,015,822	2,900,730	2,938,343	-	-
FTE Total	30.36	27.61	29.54		
<b><i>Adult and Youth Employment</i></b>					
Youth Employment	814,648	821,250	897,668		
Division Total	814,648	821,250	897,668	-	-
FTE Total	32.21	32.21	32.21		
<b>Department Total</b>	<b>27,663,177</b>	<b>28,907,377</b>	<b>29,346,051</b>	<b>25,779,147</b>	<b>26,083,336</b>
<b>FTE Total</b>	<b>273.73</b>	<b>271.48</b>	<b>279.30</b>	<b>194.54</b>	<b>193.04</b>

# HOUSING AND COMMUNITY SERVICES DEPARTMENT

## MISSION STATEMENT

*The mission of the Housing and Community Services Department is to produce, preserve, and support affordable housing in order to help meet the housing needs of Berkeley residents, especially those who are low-income, homeless, seniors, disabled, or have special needs. The Department's mission also includes helping people overcome poverty and related obstacles through the direct provision of services and employment opportunities and through the administration of contracts with a wide range of community organizations and programs. The Department also assists residents in maintaining the affordability of their homes through weatherization measures to improve energy efficiency and direct assistance with the cost of their utilities.*

## ORGANIZATION CHART





# ***HOUSING AND COMMUNITY SERVICES DEPARTMENT***

## **Department Overview**

### **Community Services & Administration**

The division provides housing policy planning and refinement of housing regulatory measures, and budget and fiscal oversight for the Housing and Community Services Department. The division coordinates the allocation and monitoring of funds to community agencies providing a broad range of housing and services to low-income community members funded through General Fund and a variety of state and federal sources. The division includes homeless policy planning activities and the coordination of housing and supportive services for those who are homeless or at risk of homelessness and administers the Shelter Plus Care Program. The division administers the Berkeley Paratransit Services program for seniors and persons with disabilities. With the reorganization of the department beginning in FY 2010, the division will also provide youth and adult employment services.

### **Housing Services**

Housing Services partners with local housing developers to increase affordable housing in Berkeley using the Housing Trust Fund. The division provides rehabilitation assistance to low-income senior and disabled homeowners, and enforces the housing code for approximately 25,000 rental units and rooms through the Rental Housing Safety Program. The division administers the Federal Low Income Household Energy Assistance Program (LI-HEAP), which provides low-income households with energy bill payment assistance and free weatherization services.

### **Aging Services**

The Division on Aging operates three senior centers and provides support services to the community including: targeted case management, mental health consultation, senior care giving and injury prevention, center based and home delivered meals, health and fitness, social services, transportation, arts and cultural events, socialization, technology access, outreach, volunteer and employment opportunities, entertainment and recreation.

## **Major Accomplishments FY 2008 & FY 2009**

### **FY 2008**

- ❑ Transferred Shelter Plus Care administration from Berkeley Housing Authority to Housing Department.
- ❑ Transitioned a Shelter Plus Care grant from Alameda County to the City increasing capacity to house chronically homeless.
- ❑ Established four new programs funded under the Public Commons for Everyone Initiative including a locally funded permanent supportive housing program for homeless individuals and a centralized shelter bed reservation system.

## ***HOUSING AND COMMUNITY SERVICES DEPARTMENT***

- ❑ Initiated the System Change Initiative, combining technical assistance for community agencies with development of outcomes for use in contracting.
- ❑ Completed construction of Ashby Lofts and Helios Corner Senior Housing.
- ❑ Completed rehabilitation of Allston House.

### **FY 2009**

- ❑ Completed construction on Brower Center.
- ❑ Completed construction and occupancy of Oxford Plaza.
- ❑ Began construction of Ed Roberts Campus and raised funding for it.
- ❑ Amended the mitigation fee provisions of the Condominium Conversion Ordinance.
- ❑ Completed New Housing Trust Fund Guidelines.
- ❑ Added a hardship provision to the Single Family Home Rehabilitation Program.
- ❑ Completed a unified two-year grant allocation process for community agency funding.
- ❑ Began implementation of a Housing Trust Fund Monitoring Plan, including physical inspections and on-site review of tenant files

### **Key Objectives for FY 2010 & FY 2011**

#### **FY 2010**

- ❑ Initiate a stakeholder input process for revisions to the Rental Housing Safety Program to improve and make self sufficient
- ❑ Integrate senior and employment programs into the Housing and Community Services Department.
- ❑ Complete a countywide, multi-jurisdiction process to develop outcomes for use in homeless housing and service program contracts.
- ❑ Expand Weatherization activities significantly to make use of new resources available through the American Recovery and Reinvestment Act (ARRA).
- ❑ Implement new activities under the ARRA.
- ❑ Complete first round of monitoring all Housing Trust Funds projects, including HOME-assisted projects.
- ❑ Develop and begin implementation of Monitoring Plan for Inclusionary Housing projects.
- ❑ Strengthen the common measures applied to city-funded training programs by implementing indicators that will be used to monitor and evaluate effectiveness of the agencies.
- ❑ Revise First Source/local hiring policy to strengthen its effectiveness.
- ❑ Use the 20/20 Vision for Youth roadmap to develop outcomes and tools for measuring success of youth programs.
- ❑ Increase number of private sector placement for youth.
- ❑ Provide a minimum of 1,500 targeted case management encounters supporting seniors with accessing needed services and resources.
- ❑ Provide a minimum of 80,000 meals to City of Berkeley residents through on-site and home delivered meal services.

## **HOUSING AND COMMUNITY SERVICES DEPARTMENT**

- Update Relocation Ordinance.

### **FY 2011**

- Amend the Rental Housing Safety Program for increased effectiveness and financial self-sufficiency.
- Update Inclusionary Zoning ordinance.
- Increase number of private sector placements for youth.
- Provide a minimum of 1,500 targeted case management encounters supporting seniors with accessing needed services and resources.
- Provide a minimum of 80,000 meals to City of Berkeley residents through on-site and home delivered meal services.

### **Significant Changes from Prior Year's Budget**

- Reorganized Adult and Youth Employment Programs bringing them into the Housing and Community Services Department from Economic Development and the Department of Health Services.
- Reorganized Aging Services bringing them into the Housing and Community Services Department from the Department of Health Services.
- In FY 2010 there has been a reduction of a .5 FTE Community Services Specialist II vacant career service position to meet general fund reduction targets. The duties of this position include administration of the Berkeley Paratransit Program, management of the Emergency Services for the Disabled (Measure E) contract, community agency contracts related to childcare and staff support to the Commission on Early Childhood Education. The Paratransit Program and Measure E responsibilities are being assumed by an Associate Management Analyst position.
- In FY 2010, a 1.0 FTE temporary, one-year Community Services Specialist II has been created to help carry out activities related to American Recovery and Reinvestment Act (ARRA) funding.
- In FY 2010 .15 FTE of the Assistant Architect has been moved into weatherization activities in order to generate some additional GF savings and provide additional support to weatherization activities in response to stimulus funding for weatherization.
- In FY 2011 there will be a .5 FTE reduction in the Assistant Architect to meet General Fund reduction targets for the second year.

**HOUSING AND COMMUNITY SERVICES DEPARTMENT FINANCIAL  
SUMMARY**

	<b>FY 2007 Actual</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2011 Adopted</b>
<b>EXPENDITURES</b>					
<b>By Type:</b>					
Salaries and Benefits	5,517,577	4,355,253	3,728,427	7,561,313	7,597,106
Services and Materials	9,392,960	12,890,606	9,056,182	15,699,287	7,157,606
Capital Outlay	97,838	96,860	22,183	7,075	5,675
Internal Services	144,966	129,739	155,667	619,342	632,422
Indirect Cost Transfer	9,463	10,070	2,303	4,807	4,902
	<b>15,162,804</b>	<b>17,482,528</b>	<b>12,964,762</b>	<b>23,891,824</b>	<b>15,397,711</b>
<b>By Division:</b>					
Office of the Director	356,721	306,463	417,719	354,482	314,726
Berkeley Housing Authority	2,212,033	75,152	-	-	-
Community Services & Admin.	6,881,797	7,081,514	6,903,194	8,742,177	8,615,164
Housing Services	5,712,253	10,019,399	5,622,550	11,766,315	3,358,978
Aging Services	-	-	21,299	3,028,850	3,108,843
	<b>15,162,804</b>	<b>17,482,528</b>	<b>12,964,762</b>	<b>23,891,824</b>	<b>15,397,711</b>
<b>By Fund:</b>					
General Fund	1,950,075	1,916,245	1,517,486	5,150,153	5,142,900
Capital Improvement Fund	1,464,915	1,026,227	260,162	43,753	43,753
Federal Grants	7,581,012	9,080,221	7,049,692	13,626,813	7,019,956
State/County Grants	382,776	2,257,502	1,551,029	1,192,910	1,165,968
Berkeley Hsg. Authority	1,818,592				
Berk. Redev. Agency	15,170	15,834	12,469	15,902	16,311
Measure E Disabled Tax	751,358	802,094	828,501	855,279	880,914
Inclusionary Housing			35,636	58,378	177,985
Rental Housing Safety	704,983	746,705	679,419	660,268	662,168
Measure B Paratransit	154,087	169,032	175,952	162,362	158,048
Rent Stabilization	18,807				
Refuse Fund	21,651	28,587	-	17,522	17,963
Permit Service Center	141,860	65,789	4,467	6,089	6,224
Other Funds	157,518	1,374,292	849,949	2,102,395	105,521
	<b>15,162,804</b>	<b>17,482,528</b>	<b>12,964,762</b>	<b>23,891,824</b>	<b>15,397,711</b>

<b>General Fund FTE</b>	11.71	11.19	8.23	30.27	29.74
<b>Total FTE</b>	50.18	35.73	30.63	96.76	95.26

## HOUSING AND COMMUNITY SERVICES DEPARTMENT FINANCIAL SUMMARY

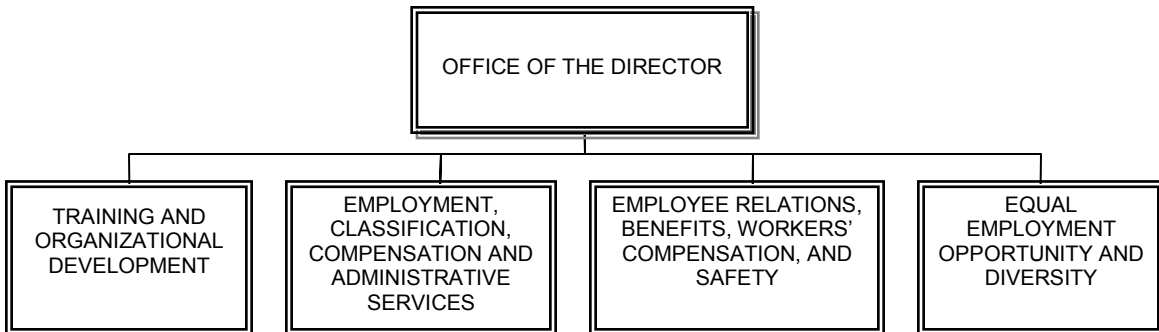
	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>DIVISION/ACTIVITY SUMMARY</b>					
<b>Office of the Director</b>					
Administration	356,721	306,463	417,719	354,482	314,726
Division Total	356,721	306,463	417,719	354,482	314,726
FTE Total	2.00	2.00	2.00	2.00	2.00
<b>Berkeley Housing Authority</b>					
Administration	65				
Section 8 Program	1,746,065				
Rental Housing Subsidies					
Low Income Housing Mgmt.	432,532	75,152			
Mod Rehab					
Capital Improvements	33,371				
Division Total	2,212,033	75,152	-	-	-
FTE Total	14.50				
<b>Community Services &amp; Administration</b>					
Administration	198,185	207,493	234,261	195,187	200,356
Community Agency	2,485,025	2,743,289	2,540,868	2,652,435	2,549,222
Program Planning	595,453	630,709	493,011	771,956	685,639
Budget & Fiscal	399,084	458,695	390,728	459,315	473,159
Program Management	350,828	314,143	311,404	321,472	305,925
Homeless Services	2,853,222	2,727,185	2,820,376	3,097,781	3,127,070
Youth Employment			112,348	907,613	929,296
Adult Employment			198	336,418	344,497
Division Total	6,881,797	7,081,514	6,903,194	8,742,177	8,615,164
FTE Total	15.13	14.83	14.63	50.49	49.49
<b>Housing Services</b>					
Housing Development	466,798	407,116	493,764	660,631	647,695
Housing Trust Fund Projects	2,929,445	7,097,049	3,458,785	9,465,283	1,160,213
Energy Programs	951,431	817,923	688,604	704,763	695,259
Sustainable Development	412,396	619,094	190		
Rental Housing Safety	658,881	709,566	631,850	607,052	607,515
Housing Rehabilitation	293,302	368,651	349,357	328,586	248,296
Division Total	5,712,253	10,019,399	5,622,550	11,766,315	3,358,978
FTE Total	18.55	18.90	14.00	14.00	13.50
<b>Aging Services</b>					
Aging Services Administration			2,851	260,150	266,351
Senior Centers			10,210	1,689,993	1,736,652
Meals Program			1,297	395,672	403,752
Targeted Case Management			5,450	544,816	560,349
Information & Assistance			1,007	87,552	89,807
Rentals			484	50,667	51,932
Division Total	-	-	21,299	3,028,850	3,108,843
FTE Total				30.27	30.27
<b>Department Total</b>					
	15,162,804	17,482,528	12,964,762	23,891,824	15,397,711
<b>FTE Total</b>	50.18	35.73	30.63	96.76	95.26

# HUMAN RESOURCES DEPARTMENT

## MISSION STATEMENT

*The Human Resources Department strives to ensure that the City employs fair and equitable human resources policies and procedures; recruitment and hiring is made on the basis of individual qualifications for the position and represents diverse and skilled applicants; provides employees with pertinent and ongoing development opportunities; and represents the City Council and City Manager on all employee relations matters.*

## ORGANIZATION CHART



# **HUMAN RESOURCES DEPARTMENT**

## **Department Overview**

### **Office of the Director**

The director provides administrative direction, priority setting and management to all of the activities of the Human Resources Department. The Office of the Director also includes the Transaction Unit that processes all changes in employment status, and maintains electronic and hard copies of all employment records of the City. The Director of Human Resources serves as the City's chief negotiator for labor relations with six recognized labor organizations, acts as the City Manager's representative for all disciplinary and grievance appeals, and serves as the City's representative with the Bay Cities Joint Powers Insurance Authority that provides public liability coverage for the City.

### **Training and Organizational Development**

The Training and Organizational Development unit oversees the Citywide Training Program, Leadership Development Program, Management Skills Program, New Employee Orientation Program, and the Tuition Reimbursement Program. On request, organizational development services are also provided.

### **Employment, Classification, Compensation and Administrative Services**

In accordance with the Personnel Ordinance and the Personnel Rules and Regulations, this unit conducts all merit-based recruitment and examination activities for the City, and administers the City's classification and compensation plan. It also processes all City departments' requests to fill temporary and career vacant positions, coordinates the appointment of all new City employees.

### **Employee Relations, Benefits, Workers' Compensation and Safety**

This unit conducts all labor relations activities with six labor organizations and advises department staff on labor contract interpretation, Federal and State employment law, and human resources policies and procedures. It also provides and administers the health and welfare benefit program, administers the City's workers' compensation program including providing administrative oversight to the third party administrator, and provides training and worksite monitoring to ensure a safe workplace.

### **Equal Employment Opportunity and Diversity**

The EEO Office administers and enforces the City's discrimination complaint process, diversity efforts as it pertains to recruitment and retention and the provisions of the Americans With Disabilities Act.

## **Major Accomplishments – FY 2008 & FY 2009**

- Completed a comprehensive employee dependent eligibility verification audit of medical and dental plan coverage and cash-in-lieu of medical or dental coverage off all benefited employees. The result of this audit is that the City will realize an estimated recurring savings of approximately \$420,000 per year or approximately 2.5%;

## **HUMAN RESOURCES DEPARTMENT**

- ❑ Obtained and implement a new applicant tracking system allowing job applicants to apply for City jobs through the internet and allows personnel requisitions to be submitted and approved on-line;
- ❑ Completed a comprehensive business analysis of the hiring process flow and implemented changes to make the process more efficient;
- ❑ Bid and negotiated a contract for new Health Benefits Broker to assist the City in Benefits administration and to control costs;
- ❑ Successfully concluded negotiations for new four year collective bargaining agreements with Service Employees International Union, Local 1021 Maintenance and Clerical Chapters, Service Employees International Union Local 1021 Community Services and Part-Time Recreation Leaders Chapters, the International Brotherhood of Electrical Workers Union Local 1245 and Public Employees Union Local 1;
- ❑ Successfully concluded negotiations on behalf of the Berkeley Housing Authority for the Authority's first four year collective bargaining agreement with Service Employees International Union, Local 1021;
- ❑ Launched Management & Supervisory Skills Program fall 2008 to ensure City of Berkeley supervisors have the skills and information they need to be effective. First cohort group included 19 managers and 21 supervisors;
- ❑ Implemented the Layoff Procedure as a result of adoption of Fiscal Year 2010 Budget; and
- ❑ Negotiated on matters within the scope of representation with the Berkeley Fire Fighters Association/I.A.F.F. Local 1227 to implement First Responder Advanced Life Support program as a result of approval of Measure GG.

### **Key Objectives for FY 2010 & FY 2011**

- ❑ Launch second Management & Supervisory Skills Program fall 2009;
- ❑ Update Citywide Training Program to address issues identified in 2008 training needs assessment;
- ❑ Launch third Leadership Development Program (LDP 3) January 2011.
- ❑ Implement automated personnel requisition and employee transaction processing for all City departments;
- ❑ Develop and implement a system allowing employees to enroll for benefits online;
- ❑ Conduct a classification analysis of the clerical series and develop new or revised classifications that meet the business operational needs of the City;
- ❑ Negotiate a successor labor contract with the Berkeley Fire Fighters Association/I.A.F.F. Local 1227 whose contract is due to expire on June 26, 2010;
- ❑ Negotiate a successor labor contract with the Berkeley Police Association whose contract is due to expire on June 25, 2011.

### **Significant Changes from Prior Year's Budget**

- ❑ Eliminates a Senior Human Resources Analyst position in Fiscal Year 2011 for a General Fund savings of \$169,540.



## HUMAN RESOURCES FINANCIAL SUMMARY

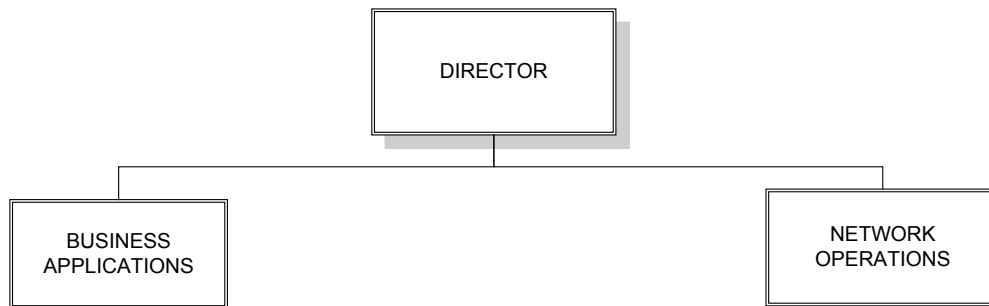
	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>EXPENDITURES</b>					
<b>By Type:</b>					
Salaries and Benefits	2,545,504	2,661,695	2,868,058	2,863,168	2,783,365
Services and Materials	153,307	178,734	316,349	218,084	218,084
Capital Outlay	10,618	6,397	8,326		
Internal Services	95,199	93,497	129,456	125,517	127,590
Indirect Cost Transfer	11,140	10,997			
	<u>2,815,768</u>	<u>2,951,320</u>	<u>3,322,189</u>	<u>3,206,769</u>	<u>3,129,039</u>
<b>By Division:</b>					
Administration	393,361	412,808	491,422	390,482	405,511
Training	269,491	308,216	383,794	359,227	365,206
Employee Mgmt/Admin Services	1,197,083	1,251,025	1,424,725	1,386,723	1,259,211
Employee Relations	817,791	835,547	872,984	913,145	937,250
Equal Employment Opp Prgs.	138,042	143,724	149,264	157,192	161,861
	<u>2,815,768</u>	<u>2,951,320</u>	<u>3,322,189</u>	<u>3,206,769</u>	<u>3,129,039</u>
<b>By Fund:</b>					
General Fund	1,873,476	1,933,763	2,160,384	2,067,660	1,962,226
Employee Training Fund	305,132	346,514	424,499	401,826	409,003
Refuse Fund	42,209	39,157	27,277		
Sanitary Sewer Fund	42,209	39,655	15,677		
Equipment Maintenance	18,319	17,063	1,038		
Workers' Compensation	534,423	575,168	693,314	737,283	757,810
Other Funds					
	<u>2,815,768</u>	<u>2,951,320</u>	<u>3,322,189</u>	<u>3,206,769</u>	<u>3,129,039</u>
<b>General Fund FTE</b>					
	14.75	15.20	15.20	15.20	14.20
<b>Total FTE</b>					
	23.00	23.00	23.00	23.00	22.00

# INFORMATION TECHNOLOGY

## MISSION STATEMENT

*The Department of Information Technology (DoIT) provides leadership in the delivery of innovative, secure, environmentally sound, and cost-effective technologies to support all City departments and facilitate civic participation.*

## ORGANIZATION CHART



## Department Overview

### ***Network Operations***

The Network Operations division administers the City's network infrastructure (computers, servers, switches, routers, software inventory) and provides online services to support City departments in providing services to the Berkeley community. **Help Desk** links the Department of Information Technology with all City employees by supporting technical troubleshooting, computer training, and 24x7 on-call support for Public Safety systems. **Network Engineering** oversees the development and security of the City's entire network infrastructure.

### ***Business Applications***

The Business Applications division provides applications support and business analysis services, as well as guidance in the acquisition, development, and integration of new software systems. Applications and technologies supported include: Geographic Information Systems (GIS), the City's new Public Safety System, Community Relationship Management (CRM), Animal Shelter, Building Permits, Code Enforcement, Land Use planning, Cash Receipts, Refuse Billing, Accounts Receivable, Business Licenses, Fleet Management, Purchasing, Payroll, Marina Management, Human Resources, General Ledger, Budgeting, Work Orders, and Facility Management.

## INFORMATION TECHNOLOGY

### Major Accomplishments – FY 2008 & FY 2009

- ❑ Development of the City's first Information Technology Master Plan;
- ❑ Implementation of a new website content system for [www.CityOfBerkeley.info](http://www.CityOfBerkeley.info);
- ❑ Business Analysis and design for new public safety software system;
- ❑ Implementation of centralized workstation management software to streamline desktop support and enforce "Green IT" energy-saving guidelines;
- ❑ Implementation of a new Community Relationship Management (CRM) system;
- ❑ Pilot implementation of a new Interactive Voice Response (IVR) system;
- ❑ Creation of a new data warehousing and analytics program, to centralize data from disparate operational systems and provide centralized data analysis tools;
- ❑ Expansion of the Information Technology Training Program to include improved FUND\$ training, advanced business analysis training, and geographic information systems (GIS) training;
- ❑ Specification of technical requirements and hardware standards to further expand the City's wireless field operations; and
- ❑ Creation of a Services Oriented Architecture (SOA) framework— including Enterprise Bus Middleware— for the selection and implementation of new software, web-services, and integration efforts with back-office systems.

### Key Objectives for FY 2010 & FY 2011

- ❑ **Citywide:** Expand Community Relationship Management (CRM), Interactive Voice Response (IVR), Web Content Management (WCM), field wireless, Online Service Center, and online payment systems in support of customer service improvement efforts in all departments;
- ❑ **Police & Fire:** Complete implementation of new public safety software system, including computer aided dispatch (CAD), police mobile reporting, fire records management, police records management, and online crime reporting;
- ❑ **Public Works:** Implement new transfer station software system and complete business analysis for improved asset management system;
- ❑ **Planning:** Design, select, and pilot new workflow and software systems to streamline permitting, design review, and plan check processes;
- ❑ **Clerk:** Improve the City's Enterprise Content Management (ECM) efforts, with emphasis on electronic filing cabinets and contract workflow;
- ❑ **Finance:** Implement improved workflow and software systems for occupational licensing and grants management;
- ❑ **HHS:** Upgrade aging technology currently used for public health nursing, public health clinics, and mental health programs to provide a more efficient and unified approach to workflow and case management.

## ***INFORMATION TECHNOLOGY***

- **Parks, Recreation, and Waterfront:** Replace aged marina gates system and plan for the replacement of the overall Marina management software system.

### **Significant Changes from Prior Year's Budget**

- In response to the Citywide General Fund deficit, the Department of Information Technology has eliminated a vacant Information Systems Specialist position (in FY 2010) and two supervising systems analyst/ IT management positions (in FY 2011).

## INFORMATION TECHNOLOGY FINANCIAL SUMMARY

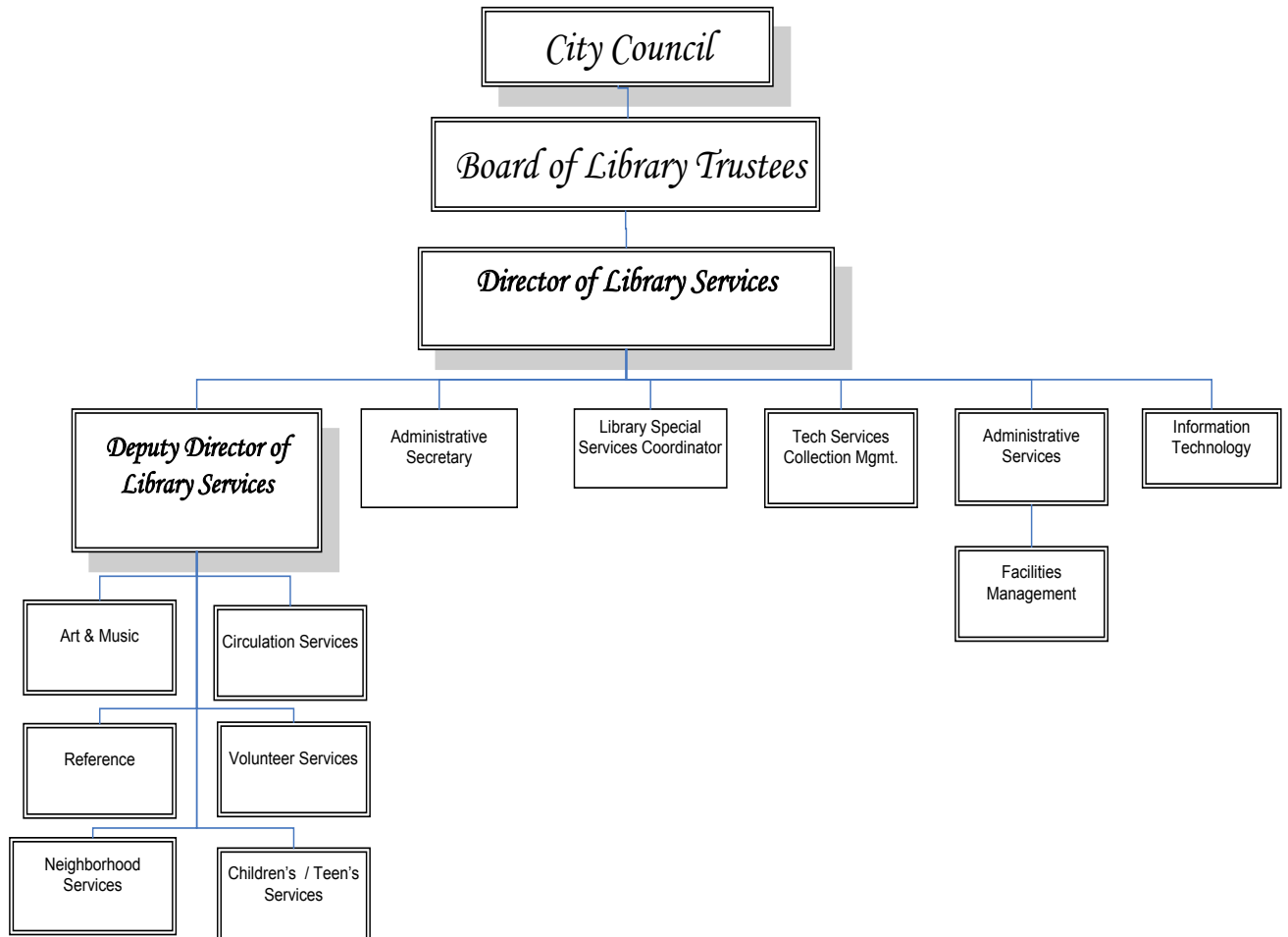
	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>EXPENDITURES</b>					
<b>By Type:</b>					
Salaries and Benefits	2,509,196	2,735,919	3,444,728	3,867,699	3,985,183
Services and Materials	938,836	1,062,604	1,162,671	824,651	833,251
Capital Outlay	315,675	1,090,102	263,080	765,488	756,988
Internal Services	91,860	96,302	126,079	109,956	112,071
Indirect Cost Transfer	4,790	8,469	80,212	103,232	105,726
	<b>3,860,357</b>	<b>4,993,396</b>	<b>5,076,770</b>	<b>5,671,026</b>	<b>5,793,219</b>
<b>By Division:</b>					
Administration	815,077	882,489	916,686	500,972	506,052
Application Development	719,872	1,111,586	1,696,986	1,950,710	2,006,141
Customer Service	972,921	1,073,014	1,144,145	1,409,092	1,454,278
Geographical Information Systems	202,436			-	-
Cable TV	248,866	239,049	290,988	230,710	230,710
Public Safety Systems	588,117	1,370,108	805,793	679,642	696,038
Capital Improvements	247,246	267,150	171,172	850,000	850,000
Telecommunications	65,822	50,000	50,000	50,000	50,000
	<b>3,860,357</b>	<b>4,993,396</b>	<b>5,075,770</b>	<b>5,671,126</b>	<b>5,793,219</b>
<b>By Fund:</b>					
General Fund	3,603,631	4,437,747	4,012,227	4,403,116	4,499,197
Gas Tax	16,234	20,091	22,905	21,665	22,293
Rental Housing Safety Program			43,934	42,376	43,659
Employee Training	6,122	45,047	56,398	71,498	71,465
Capital Improvement Fund	143,058	299,632	161,084	250,000	250,000
PEG - Public, Educ., & Gov't.		21,039			
Refuse Fund	18,629	23,422	25,584	164,693	169,330
Sanitary Sewer Fund	18,629	26,998	99,253	242,502	249,500
Clean Storm Water		3,576	71,394	77,810	80,172
Permit Service Center	17,500	73,212	458,642	354,136	363,017
Bldg Purchases & Mgmt	4,087	2,450			
Equipment Maintenance	16,234	20,091	21,597	21,665	22,293
Building Maintenance	16,233	20,091	21,597	21,665	22,293
Other Funds			82,155		
	<b>3,860,357</b>	<b>4,993,396</b>	<b>5,076,770</b>	<b>5,671,126</b>	<b>5,793,219</b>
<b>General Fund FTE</b>					
	18.50	20.50	21.00	23.00	22.00
<b>Total FTE</b>					
	25.00	26.00	27.00	30.50	29.50

# BERKELEY PUBLIC LIBRARY

## MISSION STATEMENT

*The Berkeley Public Library (BPL) supports the individual's right to know by providing free access to information. The Central Library and four neighborhood branch libraries are committed to developing collections, resources, and services that meet the cultural, informational, recreational, and educational needs of Berkeley's diverse, multi-cultural community. The Library supports independent learning, personal growth, and the individual's need for information. Helpful and expert staff welcomes the opportunity to provide quality library services and programs. The Berkeley Public Library – an institution shaped by Berkeley's traditions, characteristics, and environment – belongs to the entire community.*

## ORGANIZATION CHART



# **BERKELEY PUBLIC LIBRARY**

## **Division Overview**

### **Central Library Adult Public Services**

The Central Library Adult Public Services division encompasses the Art & Music and Reference services at the downtown Central Library facility. Services provided by the staffs of these units include reference assistance, reader's advisory, development and maintenance of library collections, oversight on public computing, and presentation of a variety of public programs and trainings.

### **Children's & Teen's Services**

Children's and Teen's Services provides library services to young people and adults working with youth. Services include reference and reader's advisory assistance, development and maintenance of the juvenile collection of materials, and other community programs that meet the needs and interests of children.

### **Circulation Services**

The Circulation Services unit of the Berkeley Public Library makes library materials available for circulation, maintains inventory control over all circulating materials, maintains physical collection, handles all financial issues relating to circulation and serves as a public contact and public relations area within the Library.

### **Literacy Services**

*Berkeley Reads* provides free confidential tutoring and literacy support services for adults age 16 years and older. Support is provided one-to one with volunteer tutors, through small group instruction and/or outreach tutoring. *English Literacy Instruction* is provided to immigrants through the development of reading/writing/life skills and *Families for Literacy* is an outreach program providing storytimes, free books, special events, and parent literacy workshops at community sites, which serve disadvantaged families.

### **Neighborhood Services**

Neighborhood Services includes the four neighborhood branches –North Branch, South Branch, West Branch, Claremont Branch- and the Outreach Program. Full library services and programs are extended into the Berkeley neighborhoods, providing convenient access to information.

The Outreach Program delivers library materials to patrons who are unable to physically come to the Library because of an illness or disability. Outreach service is provided to individual homes, senior centers, assisted living/care facilities, and nursing homes.

# **BERKELEY PUBLIC LIBRARY**

## **Collection Development / Technical Services**

Collection Development and Technical Services oversees all aspects of the preparation of library materials for public use. Collection Development oversees budgeting, selection and ongoing evaluation of library materials. This includes not only physical collections, but electronic resources as well. Technical Services orders, receives, catalogs and physically prepares all library materials for the five locations of the Berkeley Public Library.

## **Facilities Management**

The Library's Facilities department maintains the physical plant and mechanical systems of the five buildings that make up the Berkeley Public Library system.

## **Information Technology**

The Library Information Technology division manages the Library's Local and Wide Area networks, server infrastructure, desktop computers, and enterprise applications such as the Innovative Interfaces Library Catalog and public computer reservation system. The division also provides computer hardware and software support, installation and troubleshooting services, as well as individual and group training in technology.

## **Finance and Administrative Services**

The Finance and Administrative Services division manages the Library Tax Fund, the Library Gift Fund, and all other Library revenue sources and expenditures. It also administers and executes purchasing, contracts, and payroll functions within the Library.

## **Major Accomplishments – FY 2008 & FY 2009**

- ❑ Berkeley voters passed Measure FF, a \$26 million dollar bond measure guided by the Branch Library Facility Master Plan and representing the culmination of the Library's collaborative process to evaluate library branch facility needs.
- ❑ Over 1.7 million books, videos, recordings, and other items were borrowed 84,513 registered borrowers, and over 35,000 persons attended 1500 public events at the five library locations throughout the city
- ❑ More than one and a half million visits were made to the Library, in addition to nearly a million visits to the Library's "electronic branch", [www.berkeleypubliclibrary.org](http://www.berkeleypubliclibrary.org).
- ❑ Berkeley Reads, the Library's adult and family literacy program, offered intensive instruction in basic literacy skills and assistance in reaching personal learning goals to 280 adults and 189 children under 18
- ❑ The four neighborhood branch libraries were connected to the Library's high-speed data network.



## ***BERKELEY PUBLIC LIBRARY***

### **Key Objectives for FY 2010 & FY 2011**

- ❑ Confirm the stability of the operating budget and plan for what is on the horizon operationally, to include establishing / maintaining a balanced budget
- ❑ Implement bond measure improvements to branch libraries
- ❑ Implement strategic plan
- ❑ Research and report on evolving self-check and other technologies

### **Significant Changes from Prior Year's Budget**

The Berkeley Public Library continually reviews the Library Tax Fund as it strives to align daily operational expenses with Fund receipts, balancing the annual change in the supporting tax rate with that of expenditures. Alternative sources of revenue such as grants and donations, which primarily support Library programs, are tracked, monitored, and maintained, and new sources pursued. Additionally, the budget for FY 2010 initiates new fund accounts to service the renovation of all branch facilities as authorized by the citizens of Berkeley under Measure FF.

## BERKELEY PUBLIC LIBRARY FINANCIAL SUMMARY

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>EXPENDITURES</b>					
<b>By Type:</b>					
Salaries and Benefits	10,387,287	11,049,353	11,385,208	11,564,854	11,887,084
Services and Materials	2,663,656	2,955,402	2,609,434	5,655,905	6,510,935
Capital Outlay	409,132	347,885	128,243	7,084,173	9,325,478
Internal Services	8,605	7,110	7,666	6,600	6,641
Indirect Cost Transfer					
	13,468,680	14,359,750	14,130,551	24,311,532	27,730,138
<b>By Division:</b>					
Library Administration	3,176,614	3,418,014	3,228,852	3,041,692	3,110,001
Central Library	4,918,532	5,172,667	5,116,414	5,447,205	5,513,295
Branch Libraries	2,819,229	3,131,745	3,456,337	13,537,142	16,784,165
Technical Services	2,554,305	2,637,324	2,328,948	2,285,493	2,322,677
	13,468,680	14,359,750	14,130,551	24,311,532	27,730,138
<b>By Fund:</b>					
Library Fund	13,008,902	13,756,019	13,649,195	14,073,256	14,400,527
Direct Loan/Inter Library Loan	99,765	114,720	97,674	216,500	236,000
Library Services & Technology	89,851	77,445	68,595	50,000	50,000
Public Library Fund	55,255		114,674		
Library Gift Fund	214,907	361,633	178,700	87,172	
Library Foundation - FF & E					100,000
Measure FF - Branch Renovations			9,277	9,884,604	12,943,611
Other Funds		49,933	12,436		
	13,468,680	14,359,750	14,130,551	24,311,532	27,730,138
<b>General Fund FTE</b>					
<b>Total FTE</b>	127.21	124.84	120.36	115.95	115.95

## BERKELEY PUBLIC LIBRARY FINANCIAL SUMMARY

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>DIVISION/ACTIVITY SUMMARY</b>					
<b><i>Library Administration</i></b>					
Administration	1,236,975	1,373,326	1,352,986	1,023,570	1,040,577
Library Information Systems	997,702	964,006	1,020,572	1,088,074	1,126,041
Facilities	901,149	972,816	786,123	910,048	923,383
Capital Projects	40,788	107,866	69,171	20,000	20,000
Division Total	3,176,614	3,418,014	3,228,852	3,041,692	3,110,001
FTE Total	18.00	17.00	17.00	15.00	15.00
<b><i>Central Library</i></b>					
Circulation Services	1,789,400	1,896,205	2,041,899	2,134,222	2,179,391
Children's and Teen Services	869,072	976,897	1,137,613	1,268,285	1,269,135
Art and Music	633,041	631,333	638,338	770,761	782,220
Reference	931,898	962,387	954,085	933,088	948,274
Literacy Programs	306,356	319,623	320,213	330,588	334,275
Young Adult Programs	388,765	386,222	24,266	10,261	
Division Total	4,918,532	5,172,667	5,116,414	5,447,205	5,513,295
FTE Total	57.68	56.58	52.58	51.18	51.18
<b><i>Branch Libraries</i></b>					
Administration		4,720	11,307	9,895,104	13,054,111
North Branch	704,921	768,482	771,132	887,276	910,160
South Branch	842,306	596,538	640,704	617,590	633,026
West Branch	558,106	613,588	724,514	753,994	772,847
Claremont Branch	630,083	650,266	773,382	849,336	870,163
Special Services	79,431	253,897	271,739	291,405	296,720
Tool Lending	4,382	244,254	263,559	242,437	247,138
Division Total	2,819,229	3,131,745	3,456,337	13,537,142	16,784,165
FTE Total	34.43	34.16	35.55	35.55	35.55
<b><i>Library Technical Services</i></b>					
Technical Svcs & Collection Mgmt.	1,258,361	1,329,616	2,328,561	2,285,493	2,322,677
Technical Services	1,295,944	1,307,708	387		
Division Total	2,554,305	2,637,324	2,328,948	2,285,493	2,322,677
FTE Total	17.10	17.10	15.23	14.23	14.23
<b>Department Total</b>	13,468,680	14,359,750	14,130,551	24,311,532	27,730,138
<b>FTE Total</b>	127.21	124.84	120.35	115.95	115.95

## ***MAYOR AND COUNCIL***

The Berkeley City Council consists of a Mayor and eight (8) Councilmembers. The City is divided into eight Council districts, which are used for the election of Councilmembers. The Mayor is elected citywide. The Mayor is the President of the Council and votes as an individual ninth member.

Following is a list of the current Council including their office telephone numbers.

Mayor Tom Bates, (510) 981-7100

District 1 - Councilmember Linda Maio, (510) 981-7110

District 2 - Councilmember Darryl Moore, (510) 981-7120

District 3 - Councilmember Maxwell Anderson, (510) 981-7130

District 4 - Councilmember Jesse Arreguin, (510) 981-7140

District 5 - Councilmember Laurie Capitelli, (510) 981-7150

District 6 - Councilmember Susan Wengraf, (510) 981-7160

District 7 - Councilmember Kriss Worthington, (510) 981-7170

District 8 - Councilmember Gordon Wozniak, (510) 981-7180

**MAYOR AND CITY COUNCIL FINANCIAL SUMMARY**

	<b>FY 2007 Actual</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2011 Adopted</b>
<b>EXPENDITURES</b>					
<b><i>By Type:</i></b>					
Salaries and Benefits	1,419,754	1,437,716	1,426,173	1,437,190	1,512,497
Services and Materials	51,533	63,863	67,559	112,986	112,986
Capital Outlay	13,697	9,127	8,563		
Internal Services	71,344	68,695	87,625	85,717	88,497
Indirect Cost Transfer					
	<b>1,556,328</b>	<b>1,579,401</b>	<b>1,589,920</b>	<b>1,635,893</b>	<b>1,713,980</b>
<b><i>By Division:</i></b>					
Mayor's Office	527,302	537,086	491,343	497,116	511,546
Council Offices	1,029,026	1,042,315	1,098,577	1,138,777	1,202,434
Exiting Officials					
	<b>1,556,328</b>	<b>1,579,401</b>	<b>1,589,920</b>	<b>1,635,893</b>	<b>1,713,980</b>
<b><i>By Fund:</i></b>					
General Fund	1,556,328	1,579,401	1,589,920	1,635,893	1,713,980
	<b>1,556,328</b>	<b>1,579,401</b>	<b>1,589,920</b>	<b>1,635,893</b>	<b>1,713,980</b>

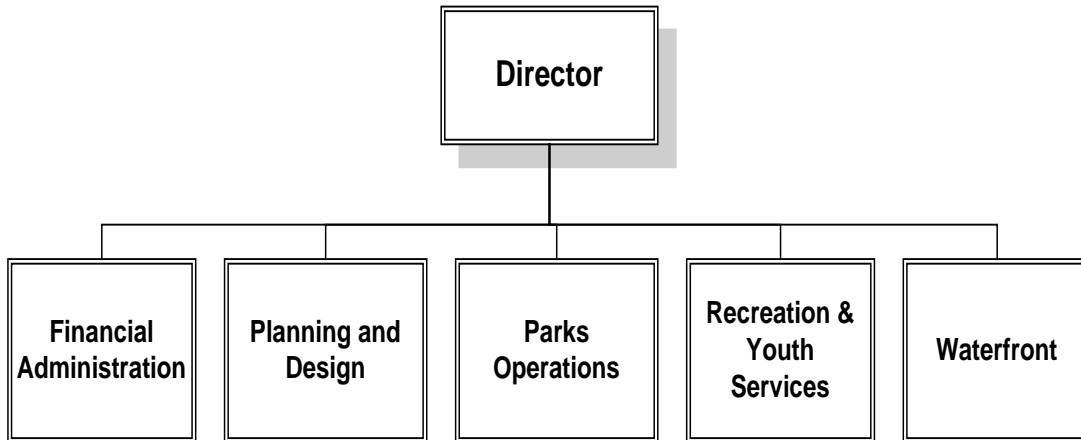
<b><i>General Fund FTE</i></b>	12.00	12.00	12.00	12.00	12.00
<b><i>Total FTE</i></b>	12.00	12.00	12.00	12.00	12.00

# **PARKS RECREATION & WATERFRONT**

## **MISSION STATEMENT**

*The mission of the Parks Recreation and Waterfront Department is to provide quality park, recreation and waterfront facilities, and related programs and services that are safe and functional while enhancing the urban environment. We also plan, construct, maintain and improve the City's parks, waterfront, recreation facilities, public trees and urban forest. We commit to being an effective and efficient organization with a well-trained workforce that values quality, pride in our work, public service, and a positive work climate with respect for each other and ourselves. We strive to engage the community in the implementation of this mission.*

## **ORGANIZATION CHART**



## **Department Overview**

### **Financial Administration**

Administrative Services provides overall management of departmental functions, including payroll and purchasing services, contracts, budgeting, accounting, Council processes, departmental communications, publications, and grant administration.

### **Planning and Design**

This division plans and manages capital improvement projects at City-owned parks and related facilities. This includes park and facility planning, permitting, environmental review, design and construction management.

### **Park Operations**

Park Operations maintains and enhances the City's 52 parks, including playgrounds, sport fields, and buildings. The Division also maintains over 40,000 public trees, as well as medians and pathways city-wide for the benefit of the Berkeley community

### **Recreation and Youth Services**

This division provides a wide variety of unique and traditional recreational opportunities for all Berkeley citizens, with a concentration on youth. The division administers its programs in City parks and programs and operates the City's recreation centers, swimming pools and campsites (including Tuolumne and Echo Lake).

### **Waterfront**

This division operates and maintains the Berkeley Marina and its related facilities, including Cesar Chavez Park, the Shorebird Nature Center, and the Adventure Playground. This division also manages agreements with Marina businesses, leases, boats and berths in the Marina.

## **Major Accomplishments – 2008 and 2009**

- ❑ Completed construction of the first phase of the Gilman Street Sports Field and opened two new synthetic turf soccer fields;
- ❑ Completed the Aquatic Park Improvement Program (APIP) Technical Study and Preliminary Design Plan in order to begin the CEQA analysis;
- ❑ Renovated San Pablo Park including Frances Albrier Community Center, sports field, tennis courts, paths and landscape;
- ❑ Completed phase I renovation of Civic Center Park;
- ❑ Completed phase I renovation of Dorothy Bolte Park;
- ❑ Successfully managed the fire fuel reduction program;
- ❑ Renovated 9 of 10 sports infields;
- ❑ Implemented new online registration system for camps and recreation;

- ❑ Completed a complex water treatment system at Echo Lake Camp;
- ❑ Expanded after school programming, including teen programs;
- ❑ Completed the construction of H & I Dock;
- ❑ Completed a comprehensive Bathymetric survey of water depth of the Marina approaches;
- ❑ Successfully responded to the Cosco Busan Oil Spill
- ❑ Hired Waterfront Manager and Parks Superintendent

## **Key Objectives for 2010 and 2011**

- ❑ Complete second phase of construction on Gilman Street Sports Fields Project;
- ❑ Complete Touchdown Plaza Improvements Project at Berkeley Aquatic Park;
- ❑ Complete the CEQA analysis for the Aquatic Parks Improvement Project;
- ❑ Complete the green modular building at Shorebird Nature Center;
- ❑ Complete Bay Trail extension in the Berkeley Marina;
- ❑ Complete Tuolumne Camp Master Plan (includes operations and maintenance);
- ❑ Complete the replacement of B & C Dock
- ❑ Complete the South Sailing Basin Project
- ❑ Replace restrooms in D & E Dock
- ❑ Complete the second phase of the Marina float replacements
- ❑ Develop and implement Vision 2020 goals

## **Significant Changes from Prior Year's Budget**

### **Recreation**

This budget includes some restructuring of the Recreation Division in order to better serve the Berkeley community and to comply with the Citywide General Fund balancing measures. This includes moving toward strategically aligning programs with the 2020 vision, with a focus on youth and teens at risk.

### **Camps**

This budget reflects additional funds from fee increases that will be used for Capital Improvements required by the U.S. Forestry Service, ADA requirements, safety improvements and the ongoing development of the Tuolumne Camp Master Plan.

### **Parks**

The Parks Tax budget reflects approximately \$700,000 in FY 2010 for the renovation of the Corporation Yard and the Radcliff Building where our Parks Operations are located. This also includes a staffing addition to meet the information technology demands of the department.



**Marina Fund**

The Berkeley Marina acquired a \$9,000,000 loan from Department of Boating and Waterways (DBAW) to replace H & I Dock as well as B & C Dock. As part of the department's cost saving measure, the Adopted Budget reflects a decrease in Marina Fund expenditures in order to maintain the health of the fund balance and to comply with the DBAW's loan requirement to maintain a reserve in the fund. The Adopted Budget includes some restructuring as well as elimination of July 4<sup>th</sup> event in the Marina in FY 2011 at a savings of \$80,000 which will balance approximately \$1 million in improvements.

## PARKS RECREATION AND WATERFRONT FINANCIAL SUMMARY

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>EXPENDITURES</b>					
<i><b>By Type:</b></i>					
Salaries and Benefits	13,019,178	14,049,059	14,558,852	15,072,933	15,448,989
Services and Materials	4,182,375	4,744,433	4,717,687	4,938,686	4,821,170
Capital Outlay	2,427,754	4,789,248	1,188,310	2,055,996	1,257,996
Internal Services	891,275	958,359	888,624	1,020,580	1,074,364
Indirect Cost Transfer	269,786	288,194	317,443	353,815	369,171
	<b>20,790,368</b>	<b>24,829,293</b>	<b>21,670,916</b>	<b>23,442,010</b>	<b>22,971,690</b>
<i><b>By Division:</b></i>					
Parks	10,279,292	13,539,513	10,603,480	11,043,057	10,712,299
Marina	4,244,341	4,127,124	3,848,346	4,932,136	5,025,608
Camps & Recreation	6,266,735	7,162,656	7,219,090	7,466,817	7,233,783
	<b>20,790,368</b>	<b>24,829,293</b>	<b>21,670,916</b>	<b>23,442,010</b>	<b>22,971,690</b>
<i><b>By Fund:</b></i>					
General Fund	4,709,623	6,111,535	5,878,756	5,239,702	5,187,196
Capital Improvement Fund	369,426	333,822	723,935	600,000	400,000
Federal Grants	104,589	124,109	94,501	100,000	100,000
State/County Grants	1,370,274	3,760,019	416,180	-	-
Playground Camp Fund	1,781,075	2,016,857	1,810,002	2,118,304	2,143,351
Other	82,287	142,428	88,533	84,356	86,532
Parks Tax	7,557,937	8,120,865	8,343,851	9,818,092	9,412,747
Measure S	179,611				
Refuse	156,833	138,166	144,719	168,470	171,607
Marina	3,590,961	3,813,397	4,140,313	5,313,086	5,470,257
Building Purchases & Mgmt.	887,752	268,095	30,126		
	<b>20,790,368</b>	<b>24,829,293</b>	<b>21,670,916</b>	<b>23,442,010</b>	<b>22,971,690</b>
<b>General Fund FTE</b>					
	26.20	27.95	27.95	26.40	25.40
<b>Total FTE</b>					
	161.05	163.85	164.48	165.33	164.33

## PARKS RECREATION AND WATERFRONT FINANCIAL SUMMARY

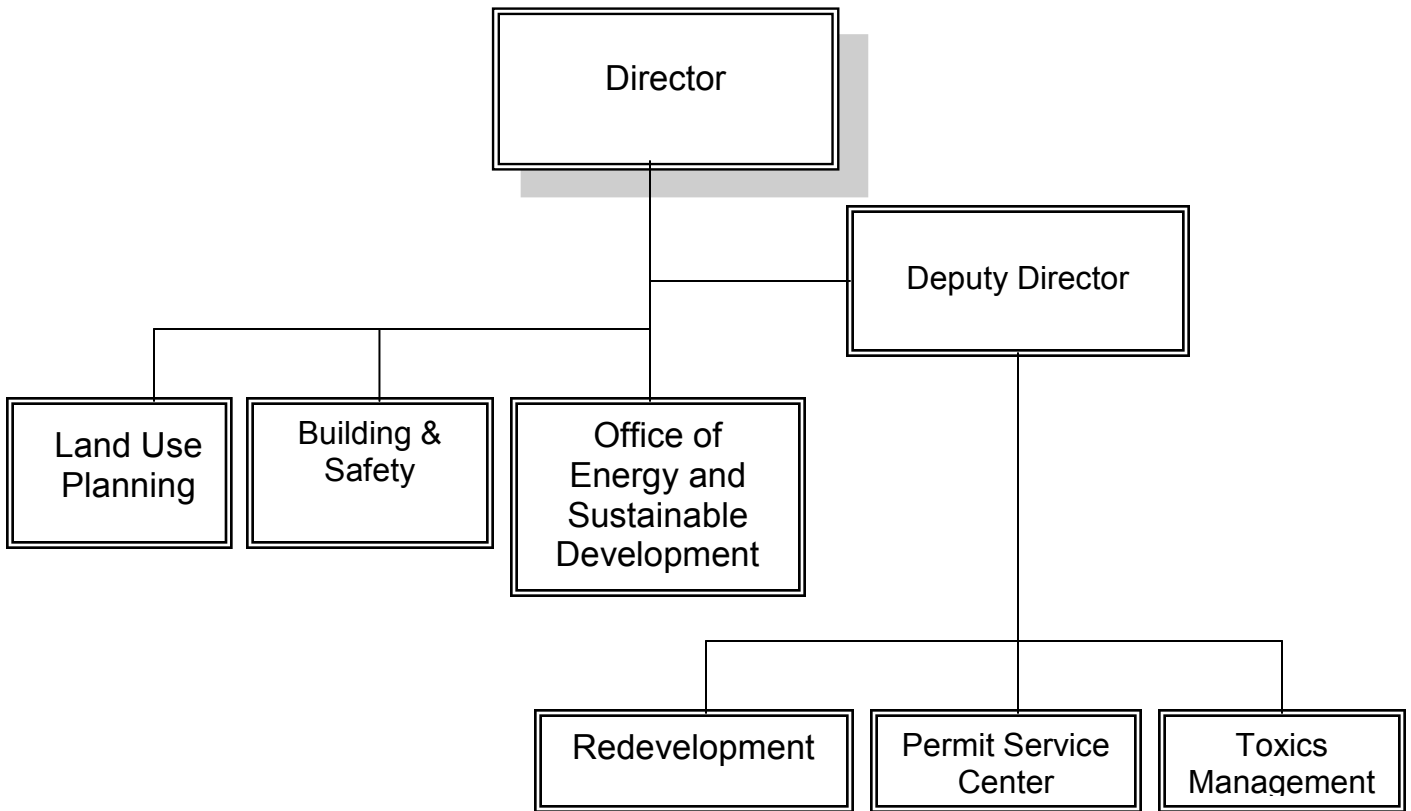
	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>DIVISION/ACTIVITY SUMMARY</b>					
<b><i>Parks</i></b>					
Admininstration	1,210,468	1,339,824	1,044,771	1,336,776	1,497,854
Forestry Services	1,269,460	1,445,612	1,501,604	1,639,694	1,681,288
Landscaping Services	3,887,518	4,056,300	4,150,395	4,219,527	4,320,864
Corp Yard Administration		474	228,055	335,104	243,788
Parks Building and Systems Mtc.	861,023	933,737	1,029,912	1,131,901	1,162,940
Fire Fuel Management	330,227	359,320	328,905	394,031	401,592
Parks Capital: Plan & Mgmt.	454,185	482,249	573,328	736,024	753,973
Parks Capital: Construction	1,845,935	4,866,997	1,746,510	1,250,000	650,000
Non Center Street CIP	420,476	55,000			
Division Total	10,279,292	13,539,513	10,603,480	11,043,057	10,712,299
FTE Total	61.37	62.20	60.87	60.35	61.35
<b><i>Marina</i></b>					
Administration	567,326	589,114	649,381	634,579	644,347
Marina Maintenance	688,186	717,499	681,156	741,351	762,761
Marina Operations	1,539,498	1,552,673	1,677,472	2,096,856	2,127,462
Marina Recreation Program	295,086	369,476	374,026	428,283	439,690
Marina Landscaping	519,707	566,845	565,508	596,067	616,348
Parks CIP Planning Soft	80,055	17,858			
Capital Improvements	87,207	100,564	(99,197)	435,000	435,000
Non Center Street CIP	467,276	213,095			
Division Total	4,244,341	4,127,124	3,848,346	4,932,136	5,025,608
FTE Total	17.00	19.00	20.00	19.00	19.00
<b><i>Camps &amp; Recreation</i></b>					
Recreation	3,900,575	4,526,041	4,866,472	5,003,413	4,808,587
Young Adult Program	629,970	682,463	594,955	546,038	487,115
Camps	1,736,190	1,954,152	1,757,663	1,917,366	1,938,081
Division Total	6,266,735	7,162,656	7,219,090	7,466,817	7,233,783
FTE Total	82.68	82.65	83.61	85.98	83.98
<b>Department Total</b>	20,790,368	24,829,293	21,670,916	23,442,010	22,971,690
<b>FTE Total</b>	161.05	163.85	164.48	165.33	164.33

# PLANNING DEPARTMENT

## MISSION STATEMENT

*Make Berkeley a better place to live and work by partnering with the community to plan for and manage its physical, cultural, economic, and environmental future.*

## ORGANIZATION CHART



# ***PLANNING DEPARTMENT***

## **Department Overview**

### **Building and Safety Division**

This division reviews proposed construction plans for conformance to the building and other applicable codes; approves building, plumbing, mechanical and electrical permits; and inspects construction projects to ensure conformance with minimum standards. Investigates work done without permits. This division also recommends and implements ordinances to retrofit vulnerable buildings.

### **Land Use Planning Division: Policy & Current Planning**

This division is responsible for developing and implementing land use policy for the City of Berkeley. The Policy Group prepares area plans, such as the Downtown Area Plan and the Southside Plan, and develops amendments to existing area plans, the Zoning Ordinance, and the General Plan. Current Planning regulates land use development to ensure conformance with the Zoning Ordinance and the General Plan, and conducts environmental review of proposed development projects in conformance with the California Environmental Quality Act (CEQA). The Division provides staff support to the Planning Commission, Zoning Adjustments Board, Landmarks Preservation Commission, and Design Review Committee.

### **Office of Energy and Sustainable Development**

The Office of Energy and Sustainable Development (OESD) develops policies and implements programs to promote sustainable resource practices and reduce energy and water use and greenhouse gas emissions in both City operations and the greater Berkeley Community. These activities include the development, implementation and monitoring of a climate action plan, development, maintenance and training in energy and green building standards, administration and planning for the Berkeley FIRST solar financing program, development and administration of services and the implementation of clean energy capital projects in City facilities. OESD provides staff support to the Energy Commission.

### **Permit Service Center**

This division issues building permits and routes plans to the various reviewing City departments, providing a one-stop service to the public for development applications. The PSC also reviews and issues permits for the Fire Department, Public Works, Engineering and Traffic Divisions. The PSC collects all monies for the Planning Department.

### **Toxics Management Division (TMD)**

TMD is a State-Certified Unified Program Agency (CUPA), responsible for implementing, inspecting and enforcing California Environmental Protection Agency (Cal EPA) and Emergency Management Agency (Cal EMA) programs dealing with hazardous materials and hazardous wastes, within the City of Berkeley. TMD conducts inspections, data gathering and enforcement of businesses for implementation of state codes dealing with chemical storage and

## ***PLANNING DEPARTMENT***

accidental release, hazardous waste generation (including universal wastes), hazardous waste treatment, pollution prevention, aboveground and underground storage tank management and household hazardous waste. TMD conducts non-CUPA duties such as soils and groundwater remediation, and storm water pollution-prevention. It also responds to community complaints, assists the City with toxicological concerns, and staffs the Community Environmental Advisory Commission.

### **Redevelopment**

The Redevelopment Division manages planning, finance, and implementation of capital projects and affordable housing in the West Berkeley (Fourth Street near Hearst Street) and Savo Island (Milvia/Adeline near Stuart Street) Redevelopment Areas for the Berkeley Redevelopment Agency (BRA). The BRA is a separate entity from the City, and is supported by a portion of property taxes from the areas served. The Division staffs the West Berkeley Project Area Committee.

### **Major Accomplishments – FY 2008 & FY 2009**

- The Land Use Planning Division initiated and made significant progress on four major policy efforts including the Downtown Area Plan, the Southside Plan, the West Berkeley Zoning Project, and the Housing Element. All four projects are expected to be complete during FY 2010. The Current Planning group has completed land use permits for four major mixed-use development projects on San Pablo Avenue, one on University, and one on Shattuck Avenue. The Division has provided public access through the City's web site to all Agendas, Minutes and Staff Reports being considered by the Zoning Adjustments Board, the Landmarks Preservation Commission, and the Planning Commission.
- The Office of Energy and Sustainable Development has –
  - completed a Climate Action Plan;
  - received grants to fund the development of a clean energy financing program and a solar marketing and assistance program; and
  - launched the pilot phase of the Berkeley FIRST solar financing program with 38 solar installations planned during the 2009 Calendar Year.
- The Toxics Management (TMD) continued to monitor and regulate the many Berkeley businesses that use toxic materials. TMD finalized a popular door-to-door hazardous waste pick-up program and played a significant role in the regional response to Cosco-Busan oil spill. TMD also successfully concluded a three-year evaluation by the Cal EPA and Cal EMA in late 2008.

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- The Building and Safety Division has –
  - implemented a WEB and IVR (Interactive Voice Response) system for scheduling inspections and providing inspection results that will improve customer service and reduce staff time for these activities;
  - began an imaging project in conjunction with the Clerk's office to digitize archived plans and permits;
  - implemented a soft story assessment program that has resulted in 34 soft story apartment buildings retrofitted or in process, making approximately 405 seismically safer housing units.
  
- The Permit Service Center continued the new appointment system for applications and implemented pre-application appointments for owners, contractors and developers to assist with the plan check review process.
  
- The Redevelopment Agency completed the West Berkeley Circulation Master Plan and Quiet Zone Report, made significant progress toward disposition of the three Agency-owned properties and with a grant, installed bike lockers at the Rail Stop and contracted for signs directing people to Fourth Street and Aquatic Park.

### **Key Objectives for FY 2010 & FY 2011**

- Land Use Planning:
  - Complete the Downtown Area Plan and the Southside Plan, and adopt zoning ordinance amendments to implement them;
  - Complete the West Berkeley Zoning Project that amends the zoning ordinance to preserve and expand industrial uses in West Berkeley;
  - Complete the Housing Element of the General Plan as required by State law, setting housing objectives for the coming 5 years;
  - Support citywide efforts to improve public health, housing, climate action and economic development through focused amendments to the Zoning Ordinance; and
  - Continue to process entitlement applications in a timely manner.
  
- Office of Energy and Sustainable Development (OESD):
  - Begin implementation of the Climate Action Plan, including ongoing monitoring of City progress towards the City's Greenhouse Gas reduction goals;
  - Assess the effectiveness and success of the clean energy financing program (Berkeley FIRST) and consider a plan for a possible Phase II and expansion of the program;
  - Prepare a framework for revised energy standards in conjunction with the Building and Safety division; and
  - Complete energy efficiency upgrades of several municipal facilities.

## ***PLANNING DEPARTMENT***

- Evaluate and present to Council options for funding carbon reduction strategies.
- Building and Safety Division:
  - Recommend standards for soft story buildings and seek Federal stimulus funds for owners of these buildings.
  - Evaluate data from the inventory of tilt-up buildings and begin a program to require retrofit of these buildings.
  - Adopt improved energy standards for new and existing buildings
- Permit Service Center: Continue outreach to the building community to provide information about the permit process and to increase opportunities for customer feedback.
- Toxics Management Division (TMD):
  - Implement new management software that will integrate information on TMD projects, improved information to the public, and more efficient staff efforts.
  - Continue to implement a fluorescent bulb recycling program, with six drop-off centers throughout the City; and
  - Continue to implement the petroleum above ground tank program, funded by Cal EPA.
- Redevelopment:
  - Begin construction of the Aquatic Park Connection streetscape improvement project;
  - Identify priorities and provide funding for implementation of some West Berkeley Circulation Master Plan Report projects;
  - Sell Agency-owned properties; and
  - Prepare and implement the final Agency Implementation Plan and take other actions needed to complete Agency activities by the time limit of January 1, 2012.



## ***PLANNING DEPARTMENT***

### **Significant Changes from Prior Year's Budget**

- Transfer of Office of Energy and Sustainable Development (OESD) from the Housing and Community Services Department to the Planning Department, with a total budget for FY 2010 of \$1,040,832.
- Elimination of 6 career positions, one part-time Building Inspector and reduction of a Senior Planner position from 1.0 FTE to .50 FTE. This reduced personnel costs by over \$900,000.
- Reduction in staff overtime and plan check contracts by \$250,000.
- Reduction in Permit Center activity in revenue by 10% for FY 2010 from current year activity and revenues.

## PLANNING DEPARTMENT FINANCIAL SUMMARY

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>EXPENDITURES</b>					
<b>By Type:</b>					
Salaries and Benefits	8,072,041	8,494,609	9,260,266	8,814,914	8,958,679
Services and Materials	3,923,102	2,703,666	2,697,775	1,927,732	1,868,858
Capital Outlay	72,560	41,256	106,802	88,165	88,765
Internal Services	165,931	140,079	147,462	134,961	135,245
Indirect Cost Transfer	1,057,344	1,101,480	1,125,664	942,349	966,269
	<b>13,290,978</b>	<b>12,481,090</b>	<b>13,337,969</b>	<b>11,908,121</b>	<b>12,017,816</b>
<b>By Division:</b>					
Office of the Director	1,405,157	1,529,541	1,544,817	1,455,381	1,497,028
Permit Service Center	1,221,593	1,314,911	1,409,258	1,303,427	1,338,284
Redevelopment	2,529,868	851,500	760,829	592,352	600,921
Toxics Management	1,128,907	1,205,363	1,289,148	1,374,620	1,376,011
Energy & Sustainability	-	15	1,261,448	1,040,832	943,446
Land Use	3,833,650	4,076,732	3,896,668	3,185,473	3,225,884
Building & Safety	3,171,803	3,503,028	3,175,801	2,956,036	3,036,242
	<b>13,290,978</b>	<b>12,481,090</b>	<b>13,337,969</b>	<b>11,908,121</b>	<b>12,017,816</b>
<b>By Fund:</b>					
General Fund	938,357	1,248,016	1,803,934	1,710,145	1,682,483
Capital Improvement Fund	23,324	9,809	31,871	13,035	13,174
State/County Grants	25,316	30,070	142,222	58,881	19,344
Berk. Redev. Agency	2,540,441	874,479	784,700	616,315	625,565
Rental Housing Safety	36,041	19,275	10,178	10,477	10,729
Parks Tax	23,152	23,583	24,801	26,032	26,867
Sustainable Energy Fin Dist.			178,461		
UC Settlement	217,728	228,072	320,916	40,774	
Refuse		3	15,626	16,847	17,196
Sewer	26,430	27,190	27,895	29,656	30,582
Clean Storm Water	111,310	137,400	141,290	171,288	175,723
Private Sewer Lateral	138				
Permit Service Center	8,731,009	9,207,368	8,945,172	8,384,247	8,614,073
Unified Program (CUPA)	617,732	675,825	714,999	781,645	802,080
Other Funds			195,904	48,779	
	<b>13,290,978</b>	<b>12,481,090</b>	<b>13,337,969</b>	<b>11,908,121</b>	<b>12,017,816</b>

<b>General Fund FTE</b>	6.78	7.62	10.31	11.18	11.22
<b>Total FTE</b>	72.50	73.00	74.05	65.55	65.55

**PLANNING DEPARTMENT FINANCIAL SUMMARY**

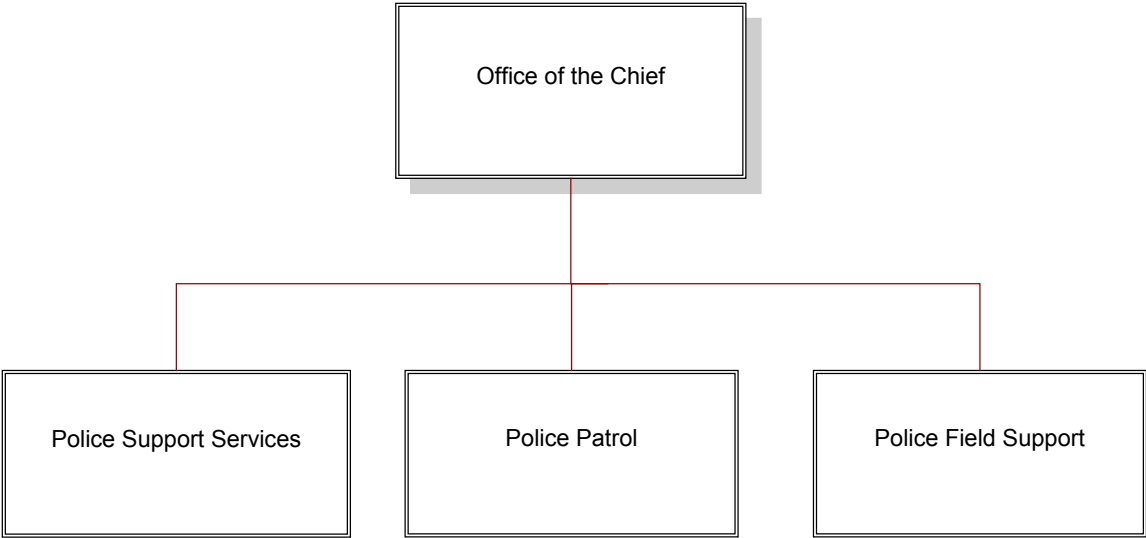
	<b>FY 2007 Actual</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2011 Adopted</b>
<b>DIVISION/ACTIVITY SUMMARY</b>					
<b>Office of the Director</b>					
Administration	1,405,157	1,529,541	1,544,817	1,455,381	1,497,028
Division Total	1,405,157	1,529,541	1,544,817	1,455,381	1,497,028
FTE Total	5.00	5.00	5.00	4.00	4.00
<b>Permit Service Center</b>					
Permit Service Center	1,221,593	1,314,911	1,409,258	1,303,427	1,338,284
Division Total	1,221,593	1,314,911	1,409,258	1,303,427	1,338,284
FTE Total	10.00	9.00	9.00	8.00	8.00
<b>Redevelopment</b>					
Redevelopment Agency	2,529,868	851,500	760,829	592,352	600,921
Division Total	2,529,868	851,500	760,829	592,352	600,921
FTE Total	2.00	2.00	2.00	2.00	2.00
<b>Toxics Management</b>					
Toxics Management	373,538	365,201	405,219	404,588	380,562
Toxics & Pollution Prev/CUPA	617,732	675,825	714,999	769,459	789,524
Toxics Management/Stormwater	111,310	137,400	141,290	171,288	175,723
PSC Support	26,327	26,937	27,640	29,285	30,202
Division Total	1,128,907	1,205,363	1,289,148	1,374,620	1,376,011
FTE Total	7.50	8.00	7.00	7.00	7.00
<b>Energy &amp; Sustainability</b>					
Energy & Sustainability		15	1,261,448	1,040,832	943,446
Division Total	-	15	1,261,448	1,040,832	943,446
FTE Total			3.05	5.05	5.05
<b>Land Use</b>					
Administration	202,055	187,254	208,247	213,607	218,515
Land Use Planning	3,631,595	3,889,478	3,688,421	2,971,866	3,007,369
Division Total	3,833,650	4,076,732	3,896,668	3,185,473	3,225,884
FTE Total	29.00	30.00	30.00	23.50	23.50
<b>Building &amp; Safety</b>					
Administration	202,394	215,621	223,882	236,425	242,032
Building & Safety	2,969,409	3,287,407	2,951,919	2,719,611	2,794,210
Division Total	3,171,803	3,503,028	3,175,801	2,956,036	3,036,242
FTE Total	19.00	19.00	18.00	16.00	16.00
<b>Department Total</b>	13,290,978	10,314,679	13,337,969	11,908,121	12,017,816
<b>FTE Total</b>	72.50	73.00	74.05	65.55	65.55

# POLICE DEPARTMENT

## MISSION STATEMENT

*In partnership with a culturally diverse community, the Berkeley Police Department is committed to the effective suppression of crime and drug related activity, and to providing a safe and secure environment through vigorous law enforcement. The department will strive to identify and solve problems that threaten the quality of life in our community.*

## ORGANIZATION CHART



# ***POLICE DEPARTMENT***

## **Department Overview**

### **Office of the Chief**

The Office of the Chief provides overall leadership and administrative oversight for the Police Department. The Office includes the Chief of Police, the Internal Affairs Bureau and the Bureau of Internal Controls. The primary focus of the office is to maintain the integrity of the Department and the respect of the community it serves.

### **Support Services**

The Support Services Division is responsible for providing assistance to all units in the Police Department, as well as facilitating Police and Fire responses throughout the community through the Communications Center. The Division encompasses the following units: Records, Jail Operations, Communications Center, Property Room, Detective Bureau, Youth Services, and Crime Scene Unit. The Division is committed to providing quality service and response.

### **Patrol**

The Patrol Division is responsible for the response to calls for service, conducting initial investigations, making arrests, issuing citations and proactive police problem solving to improve the quality of life in the community. The Bicycle Detail, Police Reserves, Crowd Management Team, Barricaded Subject Hostage Negotiation Team, and Explosive Ordinance Disposal Team are all specialized units within the division.

### **Field Support**

The Field Support Division is comprised of the Community Services Bureau, Special Enforcement Unit, Traffic Bureau (traffic and parking enforcement), and the Administrative Bureau. The Division was created to provide essential support functions such as human resources, crime prevention, crime analysis, illegal drug enforcement, and traffic and parking enforcement.

## **Major Accomplishments - FY 2008 and FY 2009**

- ❑ The Police Department has been working with the Fire Department and the Information Technology Department (project lead) on a new Public Safety Technology System. New World Systems has worked with staff to implement the CAD portion of the system with a cut over date of April 2009. Records Management and Mobile Computing are scheduled for implementation in FY 2010.
- ❑ Berkeley's crime rate in 2008 was at its lowest point in over forty years.
- ❑ Fully staffed in patrol and traffic for the first time in many years.
- ❑ The Police Department was awarded funding from the Super Urban Area Security Initiative for the purchase of a remote controlled bomb disposal robot

## ***POLICE DEPARTMENT***

to comply with the federal requirement that all non-military bomb squads be equipped to maintain certifications.

- The Department received over \$215,000 in DUI Education and Enforcement funding, increased the number of DUI arrests by 69% - from 194 in 2007 to 329 in 2008, and increased the number of moving citations issued.

### **Key Objectives for FY 2010 & FY 2011**

- Complete the implementation of the Public Safety Technology System, which will include new Records Management and In Field Reporting.
- Implementation of on-line crime reporting module for selected criminal activity.
- Complete the relocation of the Traffic Substation to a new property on Folger Street in southwest Berkeley.
- Maintain full staffing by hiring and training new sworn and non-sworn employees and promoting from within to supervisory and command levels.
- Continuing effective and efficient policing with reduced staffing levels from prior budget reductions while also addressing the City Council's crime reduction goal.
- Promote traffic safety through DUI and Vehicle Code enforcement.

### **Significant Changes from Prior Year's Budget**

The FY 2010 & FY 2011 Adopted Budget includes the following significant changes:

- Overall reduction in general fund support of \$429,508 in FY 2010 and \$415,557 in FY11 for a total of \$845,065, eliminating the positions of Captain, Sergeant, Community Service Officer and reducing one Office Specialist II to half time and adding one lieutenant.
- Overall reduction in general fund support of \$415,557 in FY 2011 will eliminate one Office Specialist Supervisor and three and one-half Office Specialist II positions. These reductions are due to investment in technology and reduce the need for support staff.

**POLICE DEPARTMENT FINANCIAL SUMMARY**

	<b>FY 2007 Actual</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2011 Adopted</b>
<b>EXPENDITURES</b>					
<b>By Type:</b>					
Salaries and Benefits	44,393,906	46,523,862	48,935,105	50,937,407	52,475,869
Services and Materials	2,078,953	2,016,858	1,814,515	2,480,331	2,484,563
Capital Outlay	249,220	201,606	362,178	461,094	471,025
Internal Services	2,396,945	2,547,267	2,494,630	2,755,123	2,770,879
Indirect Cost Transfer					
	<b>49,119,024</b>	<b>51,289,593</b>	<b>53,606,428</b>	<b>56,633,955</b>	<b>58,202,336</b>
<b>By Division:</b>					
Office of the Police Chief	1,024,542	1,165,646	1,169,112	4,207,664	4,268,497
Police Administrative Services	3,958,402	4,847,733	4,602,265	-	-
Police Support Services	13,236,518	12,914,157	13,739,332	13,425,955	13,478,903
Patrol	21,358,280	23,091,662	24,007,031	25,652,472	26,666,804
Field Support	9,541,282	9,270,395	10,088,688	13,347,864	13,788,132
	<b>49,119,024</b>	<b>51,289,593</b>	<b>53,606,428</b>	<b>56,633,955</b>	<b>58,202,336</b>
<b>By Fund:</b>					
General Fund	44,943,268	47,162,837	49,368,800	51,594,389	53,647,031
Asset Forfeiture	327,707	13,023	14,081	200,000	200,000
Federal Grants	231,770	275,285	587,950	286,106	299,135
State/County Grants	916,656	918,860	657,303	1,200,619	1,245,817
Parking Funds	2,699,623	2,919,588	2,978,294	3,352,841	2,810,353
Other Funds					
	<b>49,119,024</b>	<b>51,289,593</b>	<b>53,606,428</b>	<b>56,633,955</b>	<b>58,202,336</b>

<b>General Fund FTE</b>	269.45	267.00	274.00	274.50	270.00
<b>Total FTE</b>	304.20	304.20	304.20	301.20	296.70

## POLICE DEPARTMENT FINANCIAL SUMMARY

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>DIVISION/ACTIVITY SUMMARY</b>					
<b>Office of the Police Chief</b>					
Police Administration	547,275	689,498	650,745	89,701	89,063
Inspection & Controls			5,053	3,574,651	3,615,397
Internal Affairs	477,267	476,148	513,314	543,312	564,037
Division Total	1,024,542	1,165,646	1,169,112	4,207,664	4,268,497
FTE Total	6.00	6.00	6.00	9.00	9.00
<b>Police Administrative Services</b>					
Bureau of Inspections	1,664,075	2,506,616	2,406,954		
Personnel and Training	2,294,327	2,341,117	2,195,311		
Division Total	3,958,402	4,847,733	4,602,265	-	-
FTE Total	7.00	7.00	7.00		
<b>Police Support Services</b>					
City Jail Operations	1,968,981	1,940,867	2,150,676	1,886,526	1,952,135
Central Communications	4,077,446	4,260,740	4,522,189	4,268,191	4,399,662
Police Services	3,380,893	3,039,977	3,074,046	3,286,864	3,066,363
Detective Bureau	3,007,057	2,835,577	3,039,213	3,006,455	3,041,709
Youth Services Bureau	802,141	836,996	953,208	977,919	1,019,034
Division Total	13,236,518	12,914,157	13,739,332	13,425,955	13,478,903
FTE Total	96.70	96.70	96.70	94.20	89.70
<b>Patrol</b>					
Patrol	21,234,767	22,838,499	23,726,963	25,474,516	26,487,601
Police Reserves	123,062	253,127	280,068	177,956	179,203
Special Enforcement	104	36			
Community Services Bureau	347				
Crime Analysis Bureau					
Division Total	21,358,280	23,091,662	24,007,031	25,652,472	26,666,804
FTE Total	129.30	129.30	129.30	126.30	126.30
<b>Police Field Support</b>					
Field Service Administration			11,286	2,262,761	2,323,362
Traffic Bureau	1,826,533	1,798,608	2,114,544	2,022,139	2,056,871
Parking Enforcement	3,347,979	3,548,767	3,751,649	4,293,360	4,414,474
Special Enforcement Unit	2,798,977	2,473,074	2,463,781	2,916,285	3,048,780
Community Service Bureau	1,489,516	1,369,049	1,657,156	1,766,195	1,851,180
Community Service/Field Support	78,277	80,897	90,272	87,124	93,465
Division Total	9,541,282	9,270,395	10,088,688	13,347,864	13,788,132
FTE Total	65.20	65.20	65.20	71.70	71.70
<b>Department Total</b>					
	49,119,024	51,289,593	53,606,428	56,633,955	58,202,336
<b>FTE Total</b>	304.20	304.20	304.20	301.20	296.70

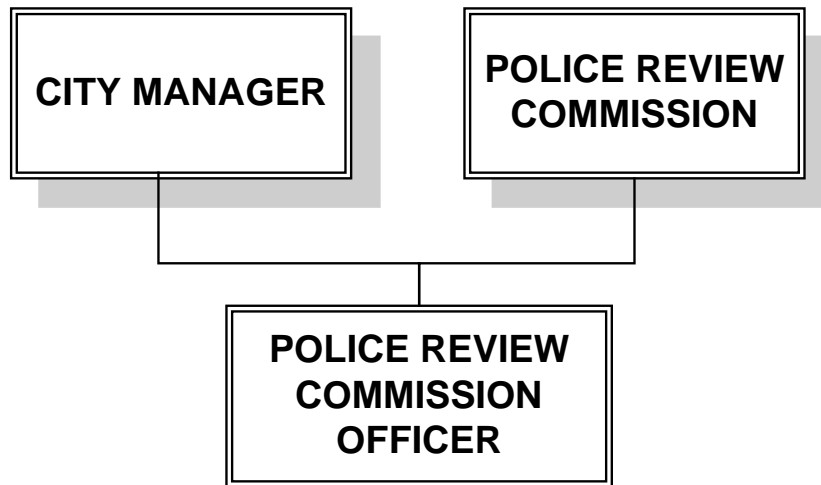


# **POLICE REVIEW COMMISSION**

## **MISSION STATEMENT**

*The Police Review Commission's mission is to provide for prompt, fair and impartial investigations of citizen complaints alleging police officer misconduct. Additionally, the PRC is charged with providing a forum for community input in reviewing and evaluating the Berkeley Police Department's policies, practices and procedures.*

## **ORGANIZATION CHART**



# ***POLICE REVIEW COMMISSION***

## **Department Overview**

The purpose of the Police Review Commission (PRC) is to provide for community participation in monitoring the Berkeley Police Department's (BPD) practices, policies and procedures and to provide for a fair and prompt means of investigating complaints against BPD members. The PRC strives to improve the ethical and professional standards of BPD so that the quality of public safety in Berkeley is based on public trust and confidence.

### **Commission**

The nine-member Commission meets twice a month at Regular business meetings. Additionally, Commissioners attend policy subcommittee meetings, hearings, trainings and meetings with City officials.

- ❑ In 2007 and 2008, Commissioners attended 52 meetings or 4.3 meetings average per month.

### **Policy Subcommittees**

- ❑ **Evidence Theft Policy Subcommittee:** This subcommittee reviewed the narcotics evidence handling and asset forfeiture procedures and made 28 recommendations to BPD and the City Council.
- ❑ **Criminal Intelligence Policy Subcommittee:** This subcommittee reviewed BPD's policy on criminal intelligence gathering and monitoring to ensure that constitutional rights are protected.
- ❑ **Crowd Control Policy Subcommittee:** This subcommittee formed as a result of complaints at the Marine Recruitment Center and other protest activities in 2008. The subcommittee worked with BPD to draft a new policy on crowd control.
- ❑ **Officer-Involved Shooting Policy Subcommittee:** This subcommittee will review BPD's policy on officer-involved shootings and make recommendations on best practices.
- ❑ **Regulations Review Subcommittee:** This subcommittee is currently reviewing PRC's current investigation and hearing procedures in light of the California Court of Appeal decision to ensure investigations are confidential, fair and efficient.

### **Cases**

- ❑ The PRC investigates an average of 41 complaints per year. In 2008, the Commission reviewed approximately 10 cases and conducted 7 Board of Inquiry hearings. Investigation findings from the hearings are forwarded to the City Manager and BPD.
- ❑ The PRC focuses on education, policy development, counseling, problem solving and if necessary, administrative hearings.

## ***POLICE REVIEW COMMISSION***

- The PRC prepares an annual statistical report detailing the Commission's work, the types of complaints against BPD and how the complaints were resolved. Statistical reports for the last several years have been published on the City of Berkeley website at [www.ci.berkeley.ca.us/prc/](http://www.ci.berkeley.ca.us/prc/).

### **Training**

- **Commission:** In 2007, the full Commission attended the National Association of Civilian Oversight of Law Enforcement conference in San Jose, CA. In 2008, Commissioners received training on PRC's history, closed hearing procedures, the role of PRC and its stakeholders, PRC's history, officer-involved shootings and an overview of BPD with an on-site tour of the police department.

### **Major Accomplishments – FY 2008 & FY 2009**

- **Cases:** In 2008, the PRC held 10 board of inquiry hearings and closed 86 cases.
- **Policy:** In 2007, PRC released its Evidence Theft Policy report and held a public hearing. In 2008, the City Council accepted the report and BPD implemented 25 out of the 27 recommendations.
- **Public Hearings:** In 2008, PRC held two public hearings on the officer-involved shooting of Anita Gay and crowd control issues at the Marine Recruitment Center. Consequently, the Commission formed policy subcommittees to review and make recommendations on BPD's policies.
- **Trainings:** PRC staff conducted its first ever training of all sworn personnel in the police department. Police officers learned about civilian oversight of police, hearing procedures and the Commission's work.

### **Key Objectives for FY 2010 & FY 2011**

- Revise the current Regulations, so investigations and hearings are fair and the most serious cases are completed within 120 days.
- Implement a standard process for investigating complaints with a procedures manual.
- Resolve more complaints against police officers through mediation and other problem-solving techniques.

### **Significant Changes from Prior Year's Budget**

The FY 2010 & FY 2011 Adopted Budget reduced an Office Specialist II position from 1.0 FTE to .50 FTE. This will reduce available clerical support for the department.

**POLICE REVIEW COMMISSION FINANCIAL SUMMARY**

	<b>FY 2007 Actual</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2011 Adopted</b>
<b>EXPENDITURES</b>					
<i><b>By Type:</b></i>					
Salaries and Benefits	360,636	443,790	491,249	426,154	439,347
Services and Materials	14,122	18,444	24,938	64,345	64,345
Capital Outlay	783	2,329	1,730	500	500
Internal Services	40,936	37,317	33,467	40,545	40,850
Indirect Cost Transfer					
	<b>416,477</b>	<b>501,880</b>	<b>551,384</b>	<b>531,544</b>	<b>545,042</b>
<i><b>By Fund:</b></i>					
General Fund	416,477	501,880	551,384	531,544	545,042
	<b>416,477</b>	<b>501,880</b>	<b>551,384</b>	<b>531,544</b>	<b>545,042</b>

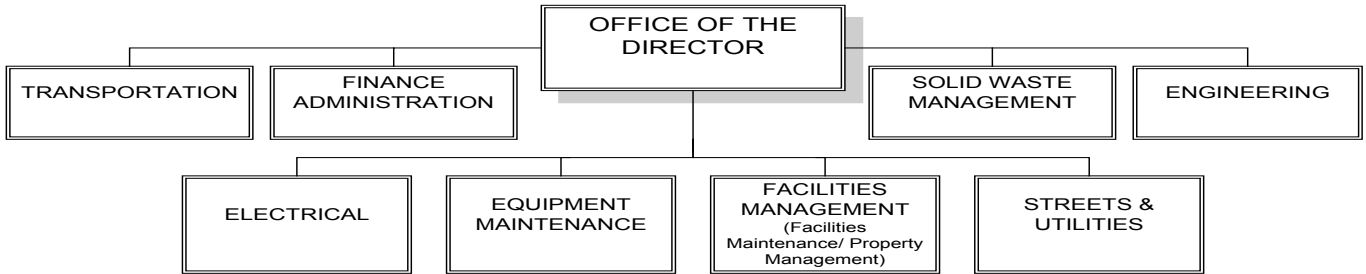
<i><b>General Fund FTE</b></i>	4.00	4.00	4.00	3.50	3.50
<i><b>Total FTE</b></i>	4.00	4.00	4.00	3.50	3.50

# DEPARTMENT OF PUBLIC WORKS

## MISSION STATEMENT

*The Public Works Department strives to provide quality services to the Berkeley Community with pride, courtesy, and commitment.*

## ORGANIZATION CHART



# **DEPARTMENT OF PUBLIC WORKS**

## **Department Overview**

### **Office of the Director**

The Director provides leadership and direction to divisions responsible for operations, policy implementation and administrative systems, including information technology projects, accreditation programs, and employee training and development.

### **Financial Administrative Services Division**

This division is responsible for department payroll, personnel, purchasing, contract administration, and budget and fiscal management.

### **Engineering Division**

Engineering implements the City's capital improvement programs and manages and coordinates major building projects. The division provides mapping and a geographic information system for City streets, sidewalks, traffic devices, sewers, storm drains, utilities, and the Marina; oversees compliance programs for creeks, clean storm water and sanitary sewers; provides utility service markings to prevent outages; and issues and inspects permits for utility excavations. In coordination with the Planning Department, the division reviews and regulates private development infrastructure plans and conditions of approval.

### **Facilities Management Division**

Facilities Management maintains 900,000 square feet of public service facilities including fire stations, and senior centers, public garages, and multi-storied office buildings. It is also responsible for tenant management, lease negotiations and space planning. The Electrical unit has been subsumed into this division. The electrical unit installs and maintains traffic signals and pedestrian control devices at 134 intersections and 8,000 streetlights along public streets, parking lots, pathways, and recreation facilities. It also installs and maintains the City's police and fire vehicle radios, sirens, lighting, and radio system infrastructure; sound systems for the Council Chambers and special events; and sewage lift stations.

### **Solid Waste Management Division**

Solid Waste Management collects approximately 50,000 tons of refuse and 40,000 tons of recyclables, including food waste; accepts another 50,000 tons from public customers at the transfer station and transports the refuse to landfills; provides weekly collection and transfer services to 20,000 residential customers and 3,000 commercial customers; and serves more than 400 customers every day at the transfer station.

### **Streets and Utilities Division**

This division maintains and repairs the City's 653 miles of streets, 500 miles of sanitary sewers, 78 miles of storm water system, and 300 miles of sidewalks and pathways.

### **Equipment Maintenance Division**

Equipment Maintenance manages the City's vehicle and large equipment fleet, including alternative fuel vehicles and equipment, and provides all related maintenance, repair and purchases; monitors underground fuel tanks; and conducts annual safety inspection of taxis.

## **DEPARTMENT OF PUBLIC WORKS**

### **Transportation Division**

This division develops and implements the City's transportation plans and policies, including bike and pedestrian planning, transit, and transportation demand management; provides traffic engineering design and operation services, including development review, traffic calming, and parking; operates; manages downtown parking garages; and maintains and installs traffic signs, pavement markings, and parking meters.

### **Major Accomplishments – FY 2008 & FY 2009**

- ❑ Obtained \$15.2 million in grant funds for transportation projects.
- ❑ Completed right-of-way acquisition of 9<sup>th</sup> St. Bicycle Boulevard Extension.
- ❑ Implemented a citywide parking meter rate increase that generated an additional \$1 million annually, and completed phase 4 of the Pay & Display parking meter conversion program.
- ❑ Developed traffic calming policy to guide neighborhood traffic management plans.
- ❑ Completed 100% of traffic sign replacement of one-way signs to conform to State mandate.
- ❑ Reached target goal for FY2008-2009 of five-year plan to replace street name signs throughout the city.
- ❑ Paved 2.43 miles and installed ADA curb ramps on Martin Luther King Jr. Way partially funded by \$1.71 million in Proposition 1B funds.
- ❑ Paved 8.57 miles of streets
- ❑ Obtained federal/State approval to reconstruct University Avenue from 6th to San Pablo with partial funding by \$630,000 of Federal grant funds; and \$1.69 million in Federal economic stimulus funds for University Avenue pavement rehabilitation project (San Pablo to Sacramento).
- ❑ Repainted over 500 streetlight poles.
- ❑ Implemented weekly residential food waste collection and expanded the biweekly plant debris program to a weekly pick-up that includes food waste (resulted in reduction of residential waste by 15% or 3,000 tons/year).
- ❑ Began sending construction waste to contracted sorting facilities (projected to divert 12,000 tons from landfill in FY 2009).
- ❑ Telegraph/Channing Mall fully occupied for first time in years; new signage installed.
- ❑ Secured new tenant for the Rod and Gun Club building in Aquatic Park; put in new operator at the Marina Bait Shop.
- ❑ Assisted with search and purchase of new animal shelter site.
- ❑ Offered first disabled accessible CarShare vehicle in the country.
- ❑ Cleaned and inspected 15,281 (100 %) of the city's sewer inlets/outlets and catch basins in FY 2008.
- ❑ Increased graffiti cleaning on Telegraph and Shattuck from twice a week to seven days a week and currently responding to average graffiti complaint on the same or next day.

### **Key Objectives for FY 2010 & FY 2011**

- ❑ Complete construction of 9<sup>th</sup> Street Bicycle Boulevard Extension
- ❑ Adopt City Pedestrian Plan & update Bicycle Plan
- ❑ Expand Safe Routes to Schools projects and programs
- ❑ Complete Center Street Garage reconstruction design & obtain permits

## ***DEPARTMENT OF PUBLIC WORKS***

- ❑ Complete West Street multi-use path
- ❑ Complete Ed Roberts Campus/Ashby BART transportation improvements
- ❑ Implement transit service improvements (AC Transit Lines 51 & 1R)
- ❑ Open expanded Downtown Bike Station and install on-street bike parking
- ❑ Complete construction of University Avenue Reconstruction from 6th to San Pablo
- ❑ Complete construction of University Avenue pavement rehabilitation project (San Pablo to Sacramento) with \$1.69 million of Federal stimulus funds
- ❑ Start and complete construction of FY 2009 pavement rehabilitation project
- ❑ Design and construct FY 2010 pavement rehabilitation project
- ❑ Implement a cart-based recycling program to replace tubs, divided to sort paper and cardboard from glass, plastic and cans
- ❑ Review and structure refuse rates and sewer fees in accordance with Proposition 218
- ❑ Implement a new refuse route optimization software and management protocol
- ❑ Install a new Integrated Solid Waste Management Software System
- ❑ Begin to gather design and building estimates for a new transfer and recycling facility at 2nd Street and Gilman
- ❑ Complete research and identification of all City-owned property
- ❑ Reinstate street sweeping on the opted-out streets and industrial street sweeping route
- ❑ Expand current sidewalk cleaning efforts on Telegraph and Shattuck Avenue.

### **Significant Changes from Prior Year's Budget**

- ❑ Eliminated one Senior Management Analyst, one Associate Management Analyst, and one Mechanic position no longer required in the Facilities Management, Corporation Yard Administration, and Equipment Maintenance Divisions, respectively. These positions were funded by the Equipment Maintenance and Replacement and two Building Maintenance funds, thus reducing overhead costs charged to City Departments.



**DEPARTMENT OF PUBLIC WORKS  
FINANCIAL SUMMARY**

	<b>FY 2007 Actual</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2011 Adopted</b>
<b>EXPENDITURES</b>					
<b>By Type:</b>					
Salaries and Benefits	31,996,341	34,134,452	36,180,001	39,587,419	40,846,080
Services and Materials	17,221,578	19,637,510	25,254,156	22,437,878	22,566,240
Capital Outlay	14,135,019	15,011,710	18,776,492	19,432,644	14,988,134
Internal Services	6,637,928	7,378,121	7,764,104	8,217,087	8,254,536
Indirect Cost Transfer	2,764,738	3,282,963	3,407,700	3,525,752	3,607,706
	<b>72,755,604</b>	<b>79,444,756</b>	<b>91,382,453</b>	<b>93,200,780</b>	<b>90,262,696</b>
<b>By Division:</b>					
Office of the Director	298,345	418,276	767,578	714,499	728,845
Administration	2,094,221	2,256,429	2,122,182	2,432,738	2,492,613
General Engineering	5,059,785	5,297,242	5,350,648	6,983,376	7,101,685
Capital Improvement Programs	9,611,806	9,134,501	9,967,045	12,967,999	8,387,008
Facilities Management	10,436,367	10,584,027	14,053,901	11,512,701	12,101,635
Streets and Sanitation	7,285,455	8,475,313	10,039,980	11,711,500	12,015,813
Solid Waste Management	23,751,610	26,090,736	27,115,230	29,924,680	30,302,656
Equipment Maintenance	6,961,418	8,136,556	9,866,315	8,909,248	8,936,249
Transportation	7,256,597	9,051,676	12,099,574	8,044,039	8,196,192
	<b>72,755,604</b>	<b>79,444,756</b>	<b>91,382,453</b>	<b>93,200,780</b>	<b>90,262,696</b>
<b>By Fund:</b>					
General Fund	1,497,613	2,357,851	3,191,985	2,649,973	2,686,584
Capital Improvement Fund	3,699,638	5,661,847	6,631,723	4,355,293	5,171,183
Federal Grants	742,977	2,113,783	83,325		
State/County Grants	4,171,764	3,098,294	5,475,128	2,578,757	813,560
Gas Taxes	5,258,234	4,503,118	4,630,223	5,792,975	5,887,069
Street Light Assessment	1,706,307	1,979,087	1,963,438	1,973,820	2,009,535
Parks Tax	119,366	100,984	97,490	51,418	53,229
Berkeley Redev. Agency	82,781	3,611			
Refuse	25,220,411	27,871,372	31,017,717	33,815,378	34,068,789
Marina	179,016	905,782	496,564	225,916	232,790
Sanitary Sewer	10,882,318	10,903,573	10,932,152	18,802,307	16,060,246
Equipment Replacement	1,443,248	2,286,799	4,321,827	3,723,061	3,663,938
Equipment Maintenance	6,566,356	6,954,399	6,689,195	6,436,323	6,548,795
Building Maintenance	3,067,878	3,156,534	3,601,384	3,748,550	3,850,822
Bldg Purchase & Management	1,482,406	1,009,682	1,008,189	1,354,251	1,373,468
Bonds-Measure G/R/I	1,335,148	172,317	3,303,809		
Clean Storm Water	1,552,707	2,196,261	2,364,240	2,642,172	2,703,608
Off Street Parking	1,958,866	2,150,631	2,296,500	2,517,020	2,544,503
Parking Meter Fund	1,211,607	1,278,856	2,302,487	1,853,368	1,899,315
Permit Service Center	183,101	239,306	422,781	331,750	340,409
Other	393,862	500,669	552,296	348,446	354,853
	<b>72,755,604</b>	<b>79,444,756</b>	<b>91,382,453</b>	<b>93,200,778</b>	<b>90,262,696</b>
<b>General Fund FTE</b>	5.40	14.47	13.47	13.52	13.52
<b>Total FTE</b>	313.91	330.00	325.00	326.00	326.00

**DEPARTMENT OF PUBLIC WORKS  
FINANCIAL SUMMARY**

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>DIVISION/ACTIVITY SUMMARY</b>					
<b>Office of the Director</b>					
Administration	298,345	418,276	767,578	714,499	728,845
Division Total	298,345	418,276	767,578	714,499	728,845
FTE Total	-		4.00	4.00	4.00
<b>Administration</b>					
Administration	1,214,351	385,305	(183)	2,544	2,544
Financial Admin Services	108,423	1,052,994	1,332,331	1,724,196	1,763,304
Planning	136,624	5,329			
Corp Yar Admin.	255,743	462,466	499,377	403,103	413,177
Customer Service	247,815	346,361	290,657	302,895	313,588
Purchasing & Warehouse	131,265	3,974			
Division Total	2,094,221	2,256,429	2,122,182	2,432,738	2,492,613
FTE Total	19.00	19.00	15.00	15.00	15.00
<b>General Engineering</b>					
Administration	927,454	910,972	826,623	1,078,420	1,087,811
General Engineering Services	117,915	253,830	494,116	485,371	498,883
Inspection and Permits	30,246	123,638	115,473	909,906	933,955
Traffic Engineering	56,639	5,268			
Capital Imps: Desgin & Mgmt.	3,927,531	4,003,534	3,914,436	4,509,679	4,581,036
Division Total	5,059,785	5,297,242	5,350,648	6,983,376	7,101,685
FTE Total	38.31	39.40	35.40	32.40	32.40
<b>Capital Improvement Programs</b>					
Capital Imp: Construction Cost	9,611,806	9,134,501	9,967,045	12,967,999	8,387,008
Division Total	9,611,806	9,134,501	9,967,045	12,967,999	8,387,008
FTE Total	-				
<b>Facilities Management</b>					
Administration	103,862	195,678	119,118	90,577	93,727
Routine Building Maintenance	1,845,356	2,025,881	2,168,547	2,619,800	3,257,685
Environmental Compliance	27,500	31,108	113,247	207,035	210,804
Communication System Maint.	675,571	741,897	805,741	891,546	904,834
Street Light Maintenance	1,666,238	2,104,430	2,056,268	2,060,176	2,101,122
Traffic Signal Maintenance	706,173	768,290	813,273	939,576	968,644
Corp. Yard Shared OH Costs	173,804	167,528	289,648	303,813	295,493
General Electric	206,032	187,148	212,313	193,894	200,644
Public Works Warehouse	45,906	3,024			
Janitorial Services	1,065,282	1,014,923	1,177,591	1,124,714	1,156,218
Property Management	914,580	1,445,547	1,070,822	1,094,953	1,110,383
ADA Building Improvements		17,125	138,917	433,617	437,920
Internal Non-Routine Mtc.			11,551		
External Non-Routine Mtc.			3,994		
Capital Improvement Proj.		21,416			
Capital Projects	2,918,876	1,849,665	5,072,790	1,553,000	1,364,161
Non-Center Street CIP	87,187	10,367	81		
Division Total	10,436,367	10,584,027	14,053,901	11,512,701	12,101,635
FTE Total	35.00	38.00	44.00	45.00	45.00

**DEPARTMENT OF PUBLIC WORKS  
FINANCIAL SUMMARY**

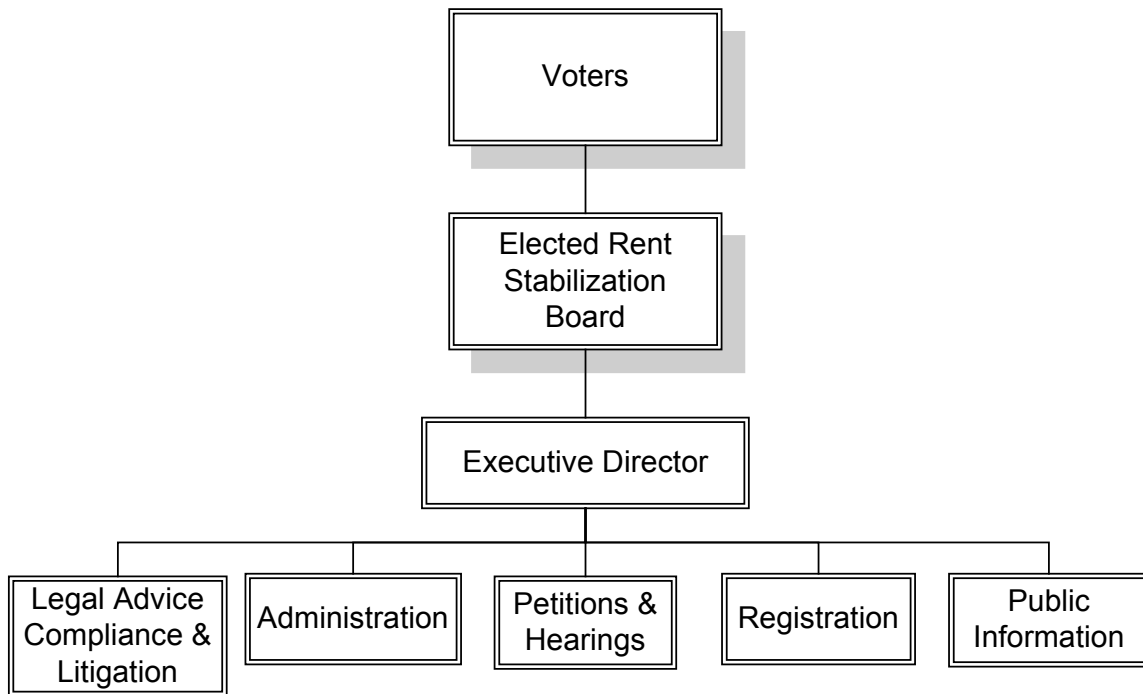
	<b>FY 2007 Actual</b>	<b>FY 2008 Actual</b>	<b>FY 2009 Actual</b>	<b>FY 2010 Adopted</b>	<b>FY 2011 Adopted</b>
<b>DIVISION/ACTIVITY SUMMARY cont.</b>					
<b>Streets and Sanitation</b>					
Administration	363,661	330,209	459,305	524,073	538,346
Clean Cities	1,356,926	2,295,201	3,684,422	3,569,780	3,541,066
Sanitary Sewer Maintenance	3,116,598	3,259,747	3,502,589	4,097,472	4,318,560
Storm Drain Maintenance	1,154,122	1,160,958	1,223,267	1,486,958	1,530,035
Street Maintenance	1,294,121	1,429,198	1,170,397	2,033,217	2,087,806
Parking Meter Maintenance	27				
Division Total	7,285,455	8,475,313	10,039,980	11,711,500	12,015,813
FTE Total	62.00	68.00	67.00	66.00	66.00
<b>Solid Waste Management</b>					
Administration	777,101	786,400	774,668	327,260	323,922
Residential Collect Service	3,304,324	3,645,058	3,965,230	5,758,556	5,858,861
Commercial Collection Service	3,127,213	3,188,203	3,320,517	4,321,613	4,419,106
Roll-Off Container Service	271,435	264,643	328,349	253,380	258,022
Container/Cart Maintenance	506,961	544,666	592,416	457,458	470,726
Litter Collection Service	2,210,923	1,660,928	704,529	933,614	963,094
Transfer & Disposal Service	7,252,828	8,538,741	9,073,289	9,304,183	9,149,574
Recycling Services	5,803,847	6,883,660	7,956,359	8,170,185	8,448,005
Customer Service	310,817	382,294	399,873	383,431	396,346
Capital Improvements	186,161	196,143		15,000	15,000
Division Total	23,751,610	26,090,736	27,115,230	29,924,680	30,302,656
FTE Total	106.00	111.00	107.00	109.00	109.00
<b>Equipment Maintenance</b>					
Administration	305,281	201,695	178,685	176,407	180,953
at Corp Yard	3,171,016	3,478,442	4,481,864	4,277,223	4,321,416
Equipment Replacement	1,124,960	1,861,186	3,884,850	3,110,722	3,039,909
Equipment Mtc. at Transfer Station	2,360,161	2,595,233	1,320,916	1,344,896	1,393,971
Division Total	6,961,418	8,136,556	9,866,315	8,909,248	8,936,249
FTE Total	23.00	21.00	21.00	20.00	20.00
<b>Transportation</b>					
Administration	568,317	410,714	588,974	692,171	702,241
Transportation Planning	498,573	681,534	535,444	682,688	690,714
Traffic Engineering	718,604	839,661	821,529	805,908	826,589
Parking Management	571,035	67,397	164,925	212,808	219,021
Center Street Garage	537,753	592,370	434,281	589,457	589,457
Telegraph/Channing Garage	499,646	1,107,126	1,099,667	1,166,785	1,180,796
Telegraph/Channing Mall			1,070	17,694	17,694
Surface Parking Lots	216,707	15,874	115,554	211,018	211,018
Other Lots	1,100	785	110		
Brower Center/Oxford Garage			55,416	2,500	2,500
Capital Projects	766,573	2,461,238	4,191,907	731,522	747,316
Traffic Maintenance	1,680,587	1,693,078	1,552,840	1,401,417	1,429,283
Parking Meter Collection	380,685	370,167	476,152	566,671	597,283
Repair/Maintenance	737,703	790,556	2,061,705	963,400	982,280
Non Center Street CIP	79,314	21,176			
Division Total	7,256,597	9,051,676	12,099,574	8,044,039	8,196,192
FTE Total	30.60	33.60	31.60	34.60	34.60
<b>Department Total</b>	<b>72,755,604</b>	<b>79,444,756</b>	<b>91,382,453</b>	<b>93,200,780</b>	<b>90,262,696</b>
<b>FTE Total</b>	<b>313.91</b>	<b>330.00</b>	<b>325.00</b>	<b>326.00</b>	<b>326.00</b>

# RENT STABILIZATION PROGRAM

## MISSION STATEMENT

*The mission of the Rent Stabilization Program is to regulate residential rent increases and protect against unwarranted rent increases and evictions while providing a fair return to property owners. The Rent Stabilization Board and Program works to ensure compliance with legal obligations related to rental housing and to advance the housing policies of the City with regard to low and fixed income persons, minorities, students, disabled, and the aged.*

## ORGANIZATION CHART



Note: The Rent Stabilization Program budget is adopted by the Rent Stabilization Board. A copy of the Board's detail budget is available by contacting the Rent Stabilization Program. The Rent Stabilization Fund is included in the City's appropriation ordinance.

# ***RENT STABILIZATION PROGRAM***

## **Department Overview**

The purpose of the Rent Stabilization Ordinance is to provide stability in the lives of tenants while guaranteeing property owners a fair return on their investment. The stability is generated from regulated rent increases and protections against evictions that lack a good cause. An elected Rent Board governs the Rent Stabilization Ordinance. The Rent Stabilization Ordinance is administered by the Rent Stabilization Program, which is comprised of four divisions: Public Information/Registration, Hearings, Legal, and Administration. We focus our efforts on education, counseling, mediation and, when necessary, administrative hearings.

Berkeley has developed the most knowledgeable tenants and owners in the country via regular public presentations, mass mailings, extensive literature and topical articles and a very popular web page. Each month, counselors assist nearly 1,000 clients by phone, email or in person. Housing counselors provide informal mediation and a more formal mediation service is available with hearing examiners. Hearing examiners also conduct approximately 175 formal hearings a year in which a written decision is issued that is binding on the owner and the tenant.

## **Major Accomplishments – Fiscal Years 2008 & 2009**

- ❑ Nearly 20% increase in the number of clients counseled by our Public Information Unit – over 12,000 client contacts in the past year;
- ❑ Successful implementation and expansion of both informal and formal mediation services as an alternative form of dispute resolution;
- ❑ Increased community outreach via “real people –real solutions” bus ads, PTA school directory ads, and by establishing regular hours for our housing counselors to see clients in the libraries and at senior centers
- ❑ Successful switch to our new 981-RENT phone number;
- ❑ Active participation in the process leading to a streamlined and improved Condominium Conversion Ordinance while maintaining key protections;
- ❑ Began sending letters to rental properties involved in foreclosure proceedings informing occupants of Berkeley’s unique protections and prevented several unnecessary and illegal evictions initiated by out of town lending institutions;

## **Key Objectives for FY 2010 & FY 2011**

- ❑ Completion of landlord profitability study and survey of Berkeley tenants designed to better understand the experiences and needs of the clients we serve and how we can continue to improve service to those clients;

## ***RENT STABILIZATION PROGRAM***

- ❑ Continue to assist Council in limiting displacement due to foreclosures and controlling potential adverse impacts on tenant households that result from changes in the local and regional housing market;
- ❑ Replacement and upgrade of 15 year-old Rent Tracking System (RTS) data base;
- ❑ Work with the City Council to develop an anti-harassment ordinance, and increased standards for maintaining rental units in habitable condition;
- ❑ Continue assisting the City in crafting a reasonable policies on hazardous “soft story” buildings, “green building” issues, guidelines for limiting second hand smoke in multi-family housing settings;
- ❑ Work with the Berkeley Board of Realtors on a Prospective Buyers Guide and other “pre-purchase” handouts or services to better inform and protect future property owners

### **Significant Changes from Prior Year’s Budget**

- ❑ Implementation of several major capital improvement projects including the redesign and replacement of our Rent Tracking System (RTS) database;
- ❑ Continued staff development and training opportunities and revisions to the staffing model to ensure adequate succession options; and
- ❑ Increased revenue through registration fees.

## RENT STABILIZATION BOARD FINANCIAL SUMMARY

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>EXPENDITURES</b>					
<b><i>By Type:</i></b>					
Salaries and Benefits	2,325,418	2,556,759	2,722,575	2,658,717	2,735,066
Services and Materials	730,742	720,678	789,148	761,000	761,000
Capital Outlay	6,413	10,877	10,202	18,000	18,000
Internal Services	26,315	25,004	24,324	22,482	22,563
Indirect Cost Transfer					
	<u>3,088,888</u>	<u>3,313,318</u>	<u>3,546,249</u>	<u>3,460,199</u>	<u>3,536,629</u>
<b><i>By Division:</i></b>					
Rent Stabilization Board	3,088,888	3,313,318	3,546,249	3,460,199	3,536,629
	<u>3,088,888</u>	<u>3,313,318</u>	<u>3,546,249</u>	<u>3,460,199</u>	<u>3,536,629</u>
<b><i>By Fund:</i></b>					
Rent Stabilization Board	3,088,888	3,313,318	3,546,249	3,460,199	3,536,629
	<u>3,088,888</u>	<u>3,313,318</u>	<u>3,546,249</u>	<u>3,460,199</u>	<u>3,536,629</u>

<b><i>General Fund FTE</i></b>					
<b><i>Total FTE</i></b>	19.30	19.30	19.30	18.30	18.30

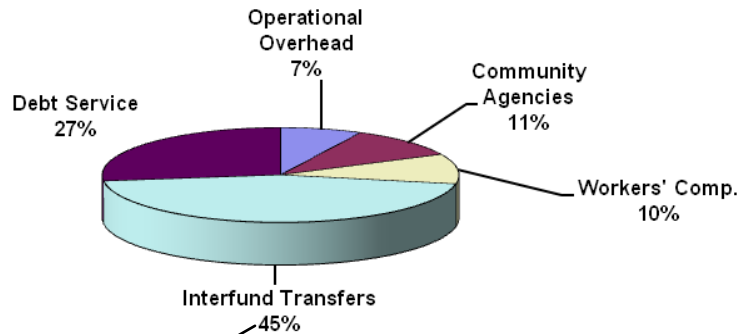
**NON-DEPARTMENTAL**  
**(All City funds)**

The Non-Departmental budget contains critical pieces of the City budget not attributable to a single program or department. The largest component of this budget is the transfer of funds or money from one fund to another, such as a General Fund transfer to the Capital Improvement Fund. Because most transfers are budgeted in two separate funds, the Non-Departmental budget and in an operating Department budget, they are considered “dual appropriations.” Dual appropriations, amounts that are designated in different areas, are balanced in the budget for a net appropriation amount.

Other components of the Non-Departmental budget include:

- Debt service costs for General Obligation Bonds
- Lease Purchase Agreements
- Certificates of Participation (C.O.P.s)
- The General Fund allocation for Community-Based Organizations
- General overhead costs such as Property Insurance and School Board Salaries

**FY 2010 & FY 2011 Non-Departmental Adopted Budget**  
**(\$94,492,897)**



Interfund Transfers Include transfers to:

	FY 2010	FY 2011
Capital Project Funds	\$ 6,000,000	7,100,000
Debt Service Funds	756,938	756,938
Public Liability Funds	1,778,476	1,703,476
Mental Health/Public Health Funds	7,364,586	7,364,586
Other Fund Transfers	4,805,001	4,841,483
<b>Total</b>	<b>20,705,001</b>	<b>21,766,483</b>



## NON-DEPARTMENTAL FINANCIAL SUMMARY

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Adopted	FY 2011 Adopted
<b>EXPENDITURES</b>					
<b>By Type:</b>					
Salaries and Benefits					
Services and Materials	46,894,931	54,526,336	51,699,437	46,350,960	48,141,937
Capital Outlay					
Internal Services					
Indirect Cost Transfer					
Total	<u>46,894,931</u>	<u>54,526,336</u>	<u>51,699,437</u>	<u>46,350,960</u>	<u>48,141,937</u>
<b>By Division:</b>					
Operational Overhead	1,280,336	1,516,130	1,250,081	3,099,933	3,893,104
Community Agencies	4,050,901	4,392,814	4,817,370	5,003,524	4,884,524
Workers' Compensation	4,790,747	5,177,393	5,861,964	4,816,120	4,816,120
Debt Service	8,563,822	12,064,883	12,630,428	12,768,882	12,824,206
Interfund Transfers	28,209,125	31,375,116	27,139,594	20,662,501	21,723,983
Total	<u>46,894,931</u>	<u>54,526,336</u>	<u>51,699,437</u>	<u>46,350,960</u>	<u>48,141,937</u>
<b>By Fund:</b>					
General Fund	25,239,574	24,954,262	24,296,263	21,617,956	23,055,789
General Fund - Capital	651,662	650,000	1,240,197	675,000	1,175,000
Section 108 HUD Loan	211,492	205,862	216,212	219,018	221,137
Gas Taxes	1,804,733				
CDBG	195,903	195,903	195,903	195,903	195,903
Workers Compensation	4,790,842	6,743,942	6,432,338	4,816,120	4,816,120
Off Street Parking	465,972	468,505	461,838	452,980	454,043
Parking Meter	4,351	15,209	400,000	600,000	600,000
Equipment Maintenance	70,483	67,585	22,497	22,497	22,497
Equipment Replacement		3,500,000			
Mental Health St. Realignment	2,807,544	3,195,125	2,551,897	2,807,544	2,807,544
Health State Aid Realignment	2,604,024	2,604,024	2,604,024	2,604,024	2,604,024
Debt Service	969,076	859,364	761,388	672,275	605,500
Measure G Bond Debt Service					
09 Measure FF Library Debt Service				422,706	503,888
CFD#1 Dis Fire Protect Bond	764,169	766,579	792,278	760,061	758,311
Theater Fac/Park Acq BJPF					
99 Lease Re Bds BJPFA \$9M	639,849	639,872	645,231	635,298	634,625
Redevelopment Agency	2,076,925	2,319,274	2,087,287	2,040,403	2,040,323
2002 G.O. Refunding Bonds	1,456,358	1,460,858	1,452,683	1,448,833	1,455,634
Thousand Oaks Underground	102,890	102,089	368,491	97,895	96,890
GO Ref Bds, 2007 Sr A		314,632	336,417	254,443	225,818
GO Ref Bds, 2007 Sr B		3,148,497	3,415,442	3,277,093	3,005,593
F02 GO Bds Animal Shelter		130,072	330,320	302,626	435,263
Sustainable Energy Finance				114,089	114,089
Measure FF - Branch Renovations			35,425		
Computer Replacement Fund	438,205	425,678	265,053	383,000	383,000
Building Purchases & Mgmt	1,530,266	1,540,588	1,898,827	1,885,196	1,884,946
Other	70,613	218,416	889,426	46,000	46,000
Total	<u>46,894,931</u>	<u>54,526,336</u>	<u>51,699,437</u>	<u>46,350,960</u>	<u>48,141,937</u>

## ***FY 2010 ADOPTED COMMUNITY AGENCY ALLOCATIONS***

The City of Berkeley prides itself in its support of community-based organizations and the incredible extension of critical services these agencies provide Berkeley citizens. The proposed budget contains appropriation recommendations only for FY 2010. Funding for FY 2011 will be contingent upon Federal funding levels, but the budget plans to continue FY 2010 General Fund funding levels in FY 2011.

### **Allocation Process**

In order that all community-based organizations have the opportunity to vie for the limited available resources, the City continued the practice begun in 2003 of implementing a consolidated application and allocation process for FY 2010 Community Development Block Grant funds (CDBG), Emergency Shelter Grant funds (ESG), HOME funds, Community Service Block Grant (CSBG) and community agency General Fund monies.

Nearly all community agency applications for funding went through citizen commissions for review—107 proposals from 69 agencies. The Housing Advisory Commission, Homeless Commission, Human Welfare and Community Action Commission, and Parks and Recreation Commission carefully considered each proposal, heard oral presentations from applicants, made site visits, and reviewed reports from City contract monitors – with final recommendations presented to the City Manager for consideration in the Proposed Budget.

The standardized application process involved allowing agencies to submit one application for one project or more, having similar projects reviewed by the same body, and utilizing standardized evaluation criteria in three of the four review Commissions.

The comprehensive application process began in October 2008. Below is a chronology of the process:

- July 2006 through September 2008: Joint meetings with members of the four review Commissions to discuss revisions to the allocation process and make changes to the application;
- October 15, 2008: Joint public hearing on community needs convened by the four review Commissions;
- November 3, 2008: RFP for CDBG, ESG, CSBG, HOME and General Fund released and a technical assistance workshop conducted to explain the application and the process;
- December 1, 2008: Proposals received from 69 community agencies (14 of these new to City funding) and the Housing Department requesting approximately \$9.9 million in funding;
- January through March 2009: The four review Commissions and City staff reviewed applications, heard oral presentations, made site visits to applicants and discussed and scored proposals with the use of scoring criteria.

## ***FY 2010 ADOPTED COMMUNITY AGENCY ALLOCATIONS***

For FY 2010, no across-the-board cuts or increases in funding were made to community agencies total allocation. The amount of City General Funds and federal funds remain fairly constant. However, commissions and staff made changes to some agencies. All Commissions reviewing proposals made decisions on funding based on several factors including:

- ❑ A standard application;
- ❑ Standardized evaluation criteria for most Commissions;
- ❑ Presentations from and site visits to community agency applicants;
- ❑ Report cards submitted by City monitoring staff based on program reports submitted by currently funded community agencies, monitoring visits, and financial reports; and
- ❑ City and Commission funding priorities.

Funding for Arts projects continues to pass through a separate allocation process involving the Civic Arts Commission. The Health and Public Works Departments' community agency allocations are also allocated through different processes.

### **Funding Summary**

For FY 2010, the City will spend \$8,738,050 in General Funds, Federal Funds, and other funds for community agencies. This amount represents a 3% increase from the \$8,524,251 amount allocated to community agencies in FY 2009.

The FY 2010 Adopted Budget Community Agency Allocation chart shows the FY 2009 allocation amounts and the FY 2010 Adopted allocations being recommended by the City. General Fund and other funds allocations for community agencies will be approved when Council adopts the budget on June 23, 2009.

The following charts represent a listing the entire community agency allocations adopted for FY 2010. These charts show the following:

- ❑ FY 2010 Community Allocations by Service Type
- ❑ FY 2010 Adopted Budget Community Agency Allocations for all funding sources

FY 2011 funding will be contingent upon federal funding levels and program performance. This proposed budget assumes a continuation of FY 2010 General Fund funding level for FY 2011.

## FY 2010 Community Agency Allocations by Service Type

	<b>General Funds</b>	<b>Federal Funds</b>	<b>Other Funds</b>	<b>All Sources</b>
Arts	\$332,794	\$0	\$0	\$332,794
Childcare	600,632	-	-	\$600,632
Community Facilities Improvements	-	277,083	-	\$277,083
Community Media	213,210	-	17,500	\$230,710
Disability Programs	170,484	142,675	855,279	\$1,168,438
Economic Development	413,342	-	-	\$413,342
Employment Training	122,634	255,625	-	\$378,259
Health	278,579	-	-	\$278,579
Homeless	2,677,870	541,043	20,000	\$3,238,913
Housing Dev & Rehab	-	477,592	60,000	\$537,592
Legal/ Advocacy	59,990	35,544	-	\$95,534
Other	251,628	-	-	\$251,628
Recreation	72,372	-	-	\$72,372
Seniors	41,388	-	-	\$41,388
Youth	820,786	-	-	\$820,786
<b>TOTAL</b>	<b>\$6,055,709</b>	<b>\$1,729,562</b>	<b>\$952,779</b>	<b>\$8,738,050</b>

<b>Funding by Category</b>	<b>FY 2009 All Sources</b>	<b>FY 2010 All Sources</b>	<b>% Change</b>
Arts	\$332,794	\$332,794	0%
Childcare	\$608,920	\$600,632	-1%
Community Facilities Improvements	\$243,200	\$277,083	14%
Community Media	\$230,710	\$230,710	0%
Disability Programs	\$1,169,763	\$1,168,438	0%
Economic Development	\$385,897	\$413,342	7%
Employment Training	\$316,774	\$378,259	19%
Health	\$278,579	\$278,579	0%
Homeless	\$3,125,413	\$3,238,913	4%
Housing Dev & Rehab	\$537,592	\$537,592	0%
Legal/ Advocacy	\$79,787	\$95,534	20%
Other	\$329,266	\$251,628	-24%
Recreation	\$84,872	\$72,372	-15%
Seniors	\$41,388	\$41,388	0%
Youth	\$759,296	\$820,786	8%
	<b>\$8,524,251</b>	<b>\$8,738,050</b>	<b>3%</b>

**FY 2010 Community Agency Allocations - All Funds**

<b>Agency/Individual Name</b>	<b>FY 2009 Allocations</b>	<b>FY 2010 Adopted</b>	<b>CDBG</b>	<b>CSBG</b>	<b>ESG</b>	<b>General Fund</b>	<b>Other Funds</b>
<b>Arts</b>							
Berkeley Art Center	70,838	70,838				70,838	
Civic Arts Grants	261,956	261,956				261,956	
<b>Arts Total</b>	<b>332,794</b>	<b>332,794</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$332,794</b>	<b>\$0</b>
<b>Childcare</b>							
Ala Costa Center	33,084	0					
Bay Area Hispano Institute for Advancement	114,040	114,040				114,040	
Berkeley-Albany Licensed Day Care Operators	275,000	275,000				275,000	
Ephesians Children's Center - Childcare Program	93,830	93,830				93,830	
Nia House Learning Center	35,608	35,608				35,608	
St. John's Child Care	26,204	51,000				51,000	
Sick Child Care Program	31,154	31,154				31,154	
<b>Childcare Total</b>	<b>608,920</b>	<b>600,632</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>600,632</b>	<b>-</b>
<b>Community Facilities Improvements</b>							
A Better Way -Exterior Building Improvements	116,750	-					
Alzheimer's Services of the East Bay							
Kitchen Renovation	30,000	-					
BAHIA New Heating System	11,000	0					
Berkeley Food & Housing Project							
1931 Center Street Men's Bathrooms	31,000	0					
North County Women's Center Improvements	17,450	0					
Building Opportunities for Self Sufficiency							
McKinley Improvements		59,410	15,769		43,641		
Center for Intervention on Deafness							
Facility Upgrade		30,000	30,000				
Lifelong Medical Care							
Dental Care Capital Improvement	15,000	0					
West Berkeley Seismic Retrofit		55,673	55,673				
Rebuilding Together							
Community Facilities	22,000	22,000	22,000				
Strawberry Creek Lodge Rehabilitation		110,000	110,000				
<b>Community Facilities Improvements Total</b>	<b>243,200</b>	<b>277,083</b>	<b>233,442</b>	<b>-</b>	<b>43,641</b>	<b>-</b>	<b>-</b>
<b>Community Media</b>							
Berkeley Community Media	230,710	230,710				213,210	17,500
<b>Community Media Total</b>	<b>230,710</b>	<b>230,710</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>213,210</b>	<b>17,500</b>
<b>Disability Programs</b>							
Bay Area Outreach and Recreation Program							
Fitness Access for People with Physical Disabilities	31,466	31,466				31,466	
Recreation, Transportation & Outreach to People with Disabilities	12,000	12,000				12,000	
Berkeley Place	17,660	17,660				17,660	
Bonita House							
Creative Living Center	9,966	15,000				15,000	
BUILD	-	-					
Center for Accessible Technology	12,493	-					
Center for Independent Living:							
Residential Access Project for Disabled	142,675	142,675	142,675				
Blind Services	25,034	25,034				25,034	
Employment	40,999	40,999				40,999	
Emergency Services for Severely Disabled	849,145	855,279					855,279
Transportation Program							
Through the Looking Glass	28,325	28,325				28,325	
<b>Disability Programs Total</b>	<b>1,169,763</b>	<b>1,168,438</b>	<b>142,675</b>	<b>-</b>	<b>-</b>	<b>170,484</b>	<b>855,279</b>
<b>Economic Development</b>							
Berkeley Convention and Visitors Bureau	385,897	413,342				413,342	
<b>Economic Development Total</b>	<b>385,897</b>	<b>413,342</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>413,342</b>	<b>-</b>
<b>Employment Training</b>							
Asians for Job Opportunities in the Bay Area	36,321	0					
Berkeley Adult School	25,000	0					
Biotech Partners – Biotech Academy at Berkeley High		71,063	71,063				
Bread Project	46,105	46,105				46,105	
Inter-City Services	132,819	132,819	132,819				
Multicultural Institute Employment and Training	76,529	76,529				76,529	
Rising Sun – Green Energy Training Services		51,743	51,743				
<b>Employment Training Total</b>	<b>316,774</b>	<b>378,259</b>	<b>255,625</b>	<b>-</b>	<b>-</b>	<b>122,634</b>	<b>-</b>
<b>Health</b>							

**FY 2010 Community Agency Allocations - All Funds**

<b>Agency/Individual Name</b>	<b>FY 2009 Allocations</b>	<b>FY 2010 Adopted</b>	<b>CDBG</b>	<b>CSBG</b>	<b>ESG</b>	<b>General Fund</b>	<b>Other Funds</b>
Lifelong Medical Care:							
Berkeley Primary Care Access Clinic	43,385	43,385				43,385	
Elder Care/Over 60 Clinic	46,280	46,280				46,280	
Hypertension/Chronic Health Program	84,326	84,326				84,326	
Uninsured Medical Care	59,243	59,243				59,243	
West Berkeley Family Practice	45,345	45,345				45,345	
<b>Health Total</b>	<b>278,579</b>	<b>278,579</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>278,579</b>	<b>-</b>
<b>Homeless Services</b>							
Alameda County Homeless Action Center							
SSI Advocacy Project	76,858	76,858				56,858	20,000
PCEI -SSI Advocacy	45,500	78,000				78,000	
Alameda County Network of Mental Health Clients							
Berkeley Drop-In Center	91,217	91,217				91,217	
Shelter Plus Care Administration	3,000	3,000				3,000	
Berkeley Food & Housing Project							
Case Management Center	10,300	10,300				10,300	
Men's Overnight Assistance Center	184,156	184,156	184,156				
Multi-Service Center	200,750	200,750				200,750	
Quarter Meal	46,588	46,588				46,588	
Russell Street Supportive Housing Program	30,000	30,000				30,000	
Shelter Plus Care Administration	24,006	24,006				24,006	
Winter Shelter	6,091	6,091				6,091	
Women's Shelter	118,509	118,509				118,509	
Housing Retention Program	166,123	166,123				166,123	
PCEI: Centralized Shelter Reservation Program	60,000	60,000				60,000	
Bonita House							
Supported Living	14,969	14,969				14,969	
Shelter Plus Care Administration	3,500	3,500				3,500	
Building Opportunities for Self Sufficiency:							
Multi-Agency Service Center (MASC)	184,768	184,768		140,000		44,768	
MASC Health & Human Services Locker	41,500	41,500				41,500	
Program Contract							
Harrison House Singles/Recovery Services	115,678	115,678		33,556	10,126	71,996	
Harrison House Family Shelter and Sankofa	56,602	56,602				56,602	
Transitional House							
Shelter Plus Care Administration	13,500	13,500				13,500	
City of Berkeley Project Connect	3,000	0					
City of Berkeley EveryOne Home	15,000	15,000				15,000	
City of Oakland - Winter Shelter Program	61,000	61,000				61,000	
Dorothy Day							
Berkeley Emergency Storm Shelter	17,000	17,000				17,000	
Trinity Church Breakfast	31,815	31,815				31,815	
Trinity Church Lease	19,860	19,860				19,860	
Eden Council for Hope and Opportunity:							
Senior Home Equity Conversion	5,150	5,150				5,150	
Family Violence Law Ctr - Family Violence & Homelessness Prev	56,225	56,225			42,869	13,356	
Family Violence Law Ctr - Domestic Violence	35,068	35,068				35,068	
Advocacy Project							
Fred Finch Youth Center:							
Turning Point	90,900	90,900				90,900	
Lifelong Medical Care:							
Acupuncture Detox Clinic	92,131	92,131				92,131	
COACH Shelter Plus Care Social Worker	55,599	55,599				55,599	
Supportive Housing Program UA Homes	54,810	54,810				54,810	
Shelter Plus Care Administration	5,580	5,580				5,580	
PCEI: Square One Supportive Housing	100,000	100,000				100,000	
New Bridge Foundation	98,750	98,750				98,750	
Options Recovery Services - Detox Services & Day Treatment							
Case Manager/Housing Benefits Coordinator		44,000				44,000	
Day Treatment Program	40,000	40,000				40,000	
Dual Diagnosis Clinic	120,000	120,000				120,000	
Rubicon							
Workforce Services	37,142	37,142				37,142	
Work Maturity Training Program	58,000	58,000				58,000	
Shelter Plus Care Administration	3,250	3,250				3,250	
Social Services Transport Alternative Bus Passes		40,000				40,000	
Telegraph Business Improvement District							
PCEI: Berkeley Host Program	200,000	200,000				200,000	

**FY 2010 Community Agency Allocations - All Funds**

<b>Agency/Individual Name</b>	<b>FY 2009 Allocations</b>	<b>FY 2010 Adopted</b>	<b>CDBG</b>	<b>CSBG</b>	<b>ESG</b>	<b>General Fund</b>	<b>Other Funds</b>
Toolworks, Inc. Supportive Housing	50,000	50,000				50,000	
United for Health	15,500	15,500				15,500	
Women's Daytime Drop-In Center:							
Health Services	41,165	41,165	24,583			16,582	
Housing Case Management	73,192	73,192	73,192				
Transitional House Case Management	25,750	25,750				25,750	
Shelter Plus Care Administration	6,212	6,212				6,212	
Winter Shelter Program	5,239	5,239				5,239	
Youth Emergency Assistance Hostel (YEAH!)							
Winter Shelter Program	114,460	114,460			32,561	81,899	
PCEI: Transition Age Youth Program	100,000	100,000				100,000	
<b>Homeless Services Total</b>	<b>3,125,413</b>	<b>3,238,913</b>	<b>281,931</b>	<b>173,556</b>	<b>85,556</b>	<b>2,677,870</b>	<b>20,000</b>
<b>Housing Development &amp; Rehabilitation</b>							
Affordable Housing Associates							
CHDO General Operating Support	60,000	60,000					60,000
Community Energy Services Corporation	319,199	319,199	319,199				
Rebuilding Together							
Safe Home Project	88,393	88,393	88,393				
Resources for Community Development							
CHDO Operating for Asset Management	2,216	-					
Rehab of Erna P. Harris Apartments	57,784	60,000	60,000				
Social Services & Special Needs	10,000	10,000	10,000				
<b>Housing Development &amp; Rehabilitation Total</b>	<b>537,592</b>	<b>537,592</b>	<b>477,592</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60,000</b>
<b>Legal/Advocacy</b>							
Cooperative Center Federal Credit Union							
Education for Financial Literacy		10,000				10,000	
East Bay Community Law Center							
Criminal Records Clean Slate	10,000	10,000				10,000	
Housing Advocacy	20,000	20,000				20,000	
Legal Access Service Site	14,243	19,990				19,990	
Housing Rights - Fair Housing	35,544	35,544	35,544				
<b>Legal/Advocacy Total</b>	<b>79,787</b>	<b>95,534</b>	<b>35,544</b>	<b>-</b>	<b>-</b>	<b>59,990</b>	<b>-</b>
<b>Other</b>							
Animal Rescue	24,978	24,978				24,978	
Berkeley Alliance	61,800	61,800				61,800	
East Bay Community Mediation	77,250	77,250				77,250	
Ecology Center Urban Agriculture & Healthy Food	10,300	10,300				10,300	
Eden Information & Referral	35,000	35,000				35,000	
McGee Avenue Baptist Church	17,490	17,490				17,490	
South Berkeley Community Church - Emergency	8,537	8,537				8,537	
Hunder Project							
Unallocated Funds	93,911	16,273				16,273	
<b>Other Total</b>	<b>329,266</b>	<b>251,628</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>251,628</b>	<b>-</b>
<b>Recreation</b>							
Athletes United for Peace							
Berkeley Latenight Basketball Program	64,890	52,390				52,390	
Ephesians Children's Center - Greg Brown Park	19,982	19,982				19,982	
Supervision							
<b>Recreation Total</b>	<b>84,872</b>	<b>72,372</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>72,372</b>	<b>-</b>
<b>Seniors</b>							
Alzheimer's Services of the East Bay							
Dementia Specific Services	20,000	20,000				20,000	
Japanese American Services of the East Bay							
Senior Services	21,388	21,388				21,388	
<b>Seniors Total</b>	<b>41,388</b>	<b>41,388</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>41,388</b>	<b>-</b>
<b>Youth</b>							
Bay Area Community Resources							
Malcolm X School Counseling	18,800	18,800				18,800	
Berkeley Boosters:							
Police Activities League Youth Development	132,409	129,409				129,409	
Life Skills Development Summer Leadership		10,000				10,000	
Camos							
Berkeley Public Education Foundation							
Project Connect at Malcolm X	10,000	0					
Berkeley Youth Alternatives:							
Afterschool Program	29,355	29,355				29,355	
Counseling	18,767	18,767				18,767	
Parks - Youth Employment	58,794	58,794				58,794	
East Bay Asian Youth Center - RISE Program	250,000	245,000				245,000	

## FY 2010 Community Agency Allocations - All Funds

Agency/Individual Name	FY 2009 Allocations	FY 2010 Adopted	CDBG	CSBG	ESG	General Fund	Other Funds
East Bay Community Scholarship Fund School Supply Initiative		10,000				10,000	
Lifelong Medical Care: Rosa Parks Collaborative	49,440	49,440				49,440	
Multicultural Institute Youth Mentoring	37,080	37,080				37,080	
Pacific Center for Human Growth - Safer Schools Project	24,881	24,881				24,881	
South Berkeley Community Church - Children's Art and Dinner Project	7,000	7,000				7,000	
Stiles Hall	28,510	50,000				50,000	
UC Berkeley - CalCorps Public Service Center	38,760	51,760				51,760	
UC Berkeley - Break the Cycle	-	0					
Waterside Workshop (formerly Tinkers) Youth Boat Building	7,500	12,500				12,500	
Youth Bike Mechanics	10,000	10,000				10,000	
Interior Renovations	13,000	0					
YMCA Berkeley – South Berkeley Healthy Minds, Healthy Lifestyles Project		28,000				28,000	
Youth Spirit Artworks/YAYA California	25,000	30,000				30,000	
<b>Youth Total</b>	<b>759,296</b>	<b>820,786</b>	-	-	-	<b>820,786</b>	-
<b>TOTAL COMMUNITY AGENCY ALLOCATIONS</b>	<b>8,524,251</b>	<b>8,738,050</b>	<b>1,426,809</b>	<b>173,556</b>	<b>129,197</b>	<b>6,055,709</b>	<b>952,779</b>

*o Community Development Block Grant (CDBG)/Emergency Shelter Grant (ESG)*

*o Anti-Poverty General Fund (GF)/Community Services Block Grant (CSBG)*

*o Homeless General Fund/Other General Funds/ Other Funds*



## ***BUDGET POLICIES & PROCESS***

The City Council has established budget policies that guide the development of the City's budget and to manage financial pressures from growing demands upon City resources, while preserving long-term fiscal stability.

### **Council Budget Policies**

1. Implement a two-year approach to eliminate the City's structural deficit that includes a contingency plan for future uncertainties and deficits.
2. Present a balanced approach to the budget that contains new revenues, reduced program expenditures, and the one-time use of some reserves; and equitably distributes any program reductions.
3. Minimize impact on direct services to the community.
4. Minimize overall impact on property-owners, residents and the business community of all proposed fee, and/or tax increases.
5. Minimize staff lay-offs.
6. Balance reductions to City administrative services so as to not jeopardize fiscal accountability.
7. As one-time revenue becomes available, first consider use of these funds for City capital improvement needs.
8. As Council approves new, recurring revenue, priority programs will be restored.
9. The City will use one-time reserves for organizational restructuring and efficiencies that will yield significant, recurring savings over time.
10. Special revenue funds (enterprise, State and grant programs) need to fully pay for ongoing programs.

### **Budget Development Process**

The budget process assigns fiscal resources to the goals, objectives and community priorities set by the City Council. New programs are added based on Council service and program priorities. Under the City Charter, the City Manager prepares and recommends to the City Council an operating budget and a capital improvements budget for consideration and adoption

Since FY 2000, the City of Berkeley has prepared and adopted a Biennial Budget. Normally, the biennial budget cycle begins with the development of a detailed Budget Development Instructions including policy directives and a budget calendar for the subsequent year's budget preparation. Upon submission of departmental budget requests, the City Manager reviews and evaluates all baseline budget and supplemental requests to determine whether they fulfill City Council goals and objectives, improve management effectiveness and service delivery, or increase productivity.

The City Manager then develops a balanced budget proposal for submission to the Mayor and City Council no later than the first Monday in May or at a date set in May through Council authorization. Copies of the City Manager's Proposed Budget are also distributed to all Boards and Commissions and City Departments and are made available to the general public.

The City Council holds public meetings to discuss the proposed budget, including two or more formal public hearings. Budget amendments are considered and incorporated into the proposed budget prior to formal budget adoption. Development of the Five-Year

## **BUDGET POLICIES & PROCESS**

Forecast focuses on matching long-term outcomes and resources in a longer horizon than the Biennial Budget. This strategy allows for targeting resources on policy initiatives that take longer to complete than the two-year budget cycle.

### **FY 2010 & FY 2011 Biennial Budget Development Calendar**

<b>Date</b>	<b>Agenda</b>	<b>Action/Topic</b>
October 7, 2008	Consent	Adopt FY 2010 & FY 2011 Budget Development Calendar
December 8	Workshop	FY 2009 1st QTR update & economic impacts
January 13, 2009	Workshop	Budget update & program focus: housing & community services
January 27	Workshop	Budget update & program focus: public safety/crime prevention & fire services
February 10	Action	FY 2009 Mid-year Update, FY 2010/FY2011 forecast & program focus: economic development
February 17	Workshop	Budget update & program focus: environment
February 24	Workshop	Budget update & program focus: environment & crime update cont.
March 10	Workshop	Budget update & program focus: youth services
March 17	Workshop	Budget Update: Preliminary recommendations & strategies
March 24	Workshop	Council feedback on budget priorities to City Manager
April 21	Action	Public Hearing on CDBG/ESG Annual Action Plan and proposed allocations to community agencies
May 5	Workshop	FY 2010 & FY 2011 Proposed Biennial Budget
May 5	Action	Adopt funding allocations and Annual Action Plan for CDBG and ESG
May 19	Action	Public Hearing #1: budget & fees
May - June	n/a	Community meeting(s) on the proposed budget
June 2	Action	Council recommendations on budget to City Manager
June 9	Action	Public Hearing #2: budget & fees
June 23	Action	Adopt FY 2010 & FY 2011 Biennial Budget & tax rates

# **BUDGET PRACTICES**

## **The Reporting Entity**

The City of Berkeley, California was originally incorporated as a town in 1878 and as a City in 1909. On January 30, 1909, the people of the City adopted a City Charter under which it currently operates (as amended). The City maintains a Council-Manager form of government and provides the following services as authorized by the City Charter: public safety (police and fire); highways and streets; sanitation; social services; public improvements; planning and zoning; and general services. The financial responsibilities of the City also include the Berkeley Redevelopment Agency, the Berkeley Housing Authority, and the Rent Stabilization Board.

## **Fund Accounting**

A fund is a separate fiscal and accounting entity with a separate set of accounting records. City funds are organized within fund groups that include General Funds, Special Revenue Funds, Enterprise Funds, Internal Service Funds, Grant Funds, Bond Funds, Debt Service Funds and Trust Funds. For example, a separate fund within the Grant Funds category is used to account for the funds received by the City through the Federal Community Development Block Grant (CDBG) Program.

The use of Fund Accounting is one of the basic requirements of generally accepted accounting principles (GAAP) for government and one of the major differences between government and commercial accounting. It requires separate record keeping for each individual fund that a government uses.

## **Accounting Practices**

The accounting and reporting policies of the City conform to generally accepted accounting principles (“GAAP”) applicable to state and local governments. Generally accepted accounting principles for local governments include those principles prescribed by the Governmental Accounting Standards Board (“GASB”), which includes all statements and interpretations of the National Council on Governmental Accounting unless modified by the GASB, and those principles prescribed by the American Institute of Certified Public Accountants in the publication entitled Audits of State and Local Governmental Units.

Basis of accounting refers to the timing of when revenues and expenditures are reported in the financial statements. The governmental fund types and agency funds use the modified accrual basis of accounting. Under this method, revenues are recognized when susceptible to accrual (i.e., when they become both quantifiable and available).

All proprietary fund types and pensions trust funds use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

## **Debt Limit**

As a Charter City, the City of Berkeley is not subject to the debt limit restrictions that govern general law cities in California. Nonetheless, the City is well below that debt limit even with the recent passage of several bond measures: Measure G (1992) for the seismic retrofit of fire stations, the Public Safety Building, and fire safety improvements,

## **BUDGET PRACTICES**

and Measure S (1996) for the seismic strengthening and renovation of the Library and Civic Center, and various downtown improvements and Measure Q (2000) for the purchase of Firefighting Equipment, and Measure I (2002) for a new animal shelter. This is further detailed in the Financial Summary section.

### **Bond Rating**

The City has an above average bond rating. Our most recent general obligation bond issue received an “Aa3” rating from Moody’s and an “AA” rating from Standard and Poor’s. These ratings place the City of Berkeley among the top-rated municipalities in California.

### **Budgetary Basis of Accounting**

The budgetary basis of accounting determines when a government charges expenditures against an adopted budget appropriation, or when it credits revenue to its funds for budgeting purposes. Although the City presents financial statements in its Comprehensive Annual Financial Report (CAFR) in accordance with GAAP, the budget is adopted on a modified cash basis. The major areas of difference between the two basis of accounting are as follows:

- ❑ For budgetary purposes, revenues are recorded when received. Under GAAP, revenues are recorded when earned.
- ❑ For budgetary purposes, interfund loans and repayments (i.e., “interfund transfers”) are recorded as expenditures and revenues. Under GAAP, these transactions are reclassified as increases or reductions in the “due to/due from” accounts.
- ❑ In recognition of these differences, companion financial statements are presented in the CAFR according to the budgetary basis of accounting and a detailed schedule is provided that reconciles the results of applying the two different basis of accounting.

### **Appropriation Authority**

The City Council adopts the budget by June 30 through the passage of an Annual Appropriation Ordinance (AAO). This ordinance sets expenditure limits at the fund level for the City’s General Fund, special funds, debt service funds, capital projects funds, all enterprise funds, all internal service funds except the Self-Funded Medical/Dental Insurance Trust Fund and the Catastrophic Loss Trust Fund, and expendable trust funds - except Police Medical Trust Fund, and the Pension Annuity Fund. Permanent Funds are not budgeted.

Throughout the year, supplemental appropriations are approved through amendments to the AAO, and require a two-thirds super-majority vote of the City Council. The City Manager is authorized to transfer budgeted amounts between departments or programs within any fund. The Council must approve any transfer that alters the total appropriations of any fund.

All appropriated amounts lapse at year end and are subject to re-appropriation in the following fiscal year, subject to City Council approval.

## ***BUDGET PRACTICES***

### **Encumbrances**

Encumbrance accounting is employed to designate funds for purchase orders, contracts and other commitments until actually expended. Encumbrances outstanding at year-end are carried into the next fiscal year, but the related budget authority is subject to reappropriation by Council.

### **The Budget as a Living Document**

The budget is intended to be a flexible document representing the appropriate revenue and expenditure data, dependent on the phase of the budget cycle. The current document presents audited actual data for FY 2007 and FY 2008, unaudited actual figures for FY 2009, and the adopted budget figures for FY 2010 and FY 2011.

## **GLOSSARY OF BUDGET TERMS**

**Accounting System** - The total set of records and procedures used to record, classify, and report information on the financial status and operations of an entity.

**Activity** - A unit of budgetary accountability and control that encompasses specific and distinguishable lines of work performance for the purpose of accomplishing a function for which the City is responsible.

**Adopted Budget** - The budget document formally approved by the City Council.

**Allocated Costs** – A method for allocating overhead time and other expenses to activities that provide direct services.

**Allotments** - Management allocation of appropriated funds subject to legal constraints.

**Appropriation** - An authorization granted by the City Council to make expenditures and to incur obligations for purposes specified in the Appropriation Ordinance. An appropriation is usually for a fixed amount and time limited, and must be expended before the deadline.

**Assessed Valuation** - A valuation set upon real estate or other property by the County Assessor and the State as a basis for levying taxes.

**Authorized Positions** - Positions approved by the City Council which may or may not have funding (see Budgeted Positions).

**Asset Forfeiture Fund** - This fund accounts for the proceeds from sale of assets seized primarily from illegal narcotics activities. Asset Forfeiture funds are used for law enforcement purposes.

**Base Budget** – Those resources necessary to meet an established and existing service level.

**Basis of Budgeting** - Basis of budgeting refers to the method used for recognizing revenues and expenditures in budget. The City uses the modified accrual basis of accounting for budgetary purposes, which is in compliance with Generally Accepted Accounting Principles.

**Beginning Fund Balance** - Fund balance available in a fund from the end of the prior year for use in the following year.

**Bond** - A City may raise capital funds by issuing a written promise to pay a specified sum of money, called the face value or principal amount; at a specified date or dates in the future, together with the periodic interest at a specified rate.

**Bond Interest and Redemption** - Payment of interest and principal on an obligation resulting from the issuance of bonds.

**Budget** - A planning and controlling document for financial operation with estimates of proposed expenditures and revenues for a given period of time, usually one year. A plan or action expressed in figures.

## **GLOSSARY OF BUDGET TERMS**

**Budget Calendar** - The schedule of key dates or milestones that a government follows in the preparation and adoption of the budget.

**Budget Document** - The official written statement prepared by the budget office and supporting staff.

**Budget Message** - A general written description summarizing the proposed budget. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the City Manager.

**Budget Modification** – A change of expenditure levels and corresponding resources needed to accomplish an existing service level or unanticipated service. All budget modifications are reflected in the current year budget and are approved by the City Council through the Annual Appropriations Ordinance.

**Budgeted Positions** - The number of full-time equivalent positions to be funded in the budget. Example: Funding of two half-time positions would equal one full-time equivalent position.

**Budget Supplement** – A request for an increase or decrease in an existing service level (over and above the base budget).

**Capital Improvement Budget** - A plan for capital expenditures and the means of financing them, to be incurred each year over a fixed period of years, to meet capital needs arising from long-term work program. Included are

expenditures made for land, building, permanent public works projects, major reconstruction or renovation of structures, and major landscaping or park improvements.

**Capital Outlays** - Expenditures for the acquisition of capital assets.

**Carry-over Balance** - Balance of funds brought forward from prior years.

**CDBG**– The Community Development Block Grant is a federal program for the development of housing and community projects. Funds are awarded to community based agencies on an annual basis to carry out these activities

**City Charter** - Legal authority approved by the voters of the City of Berkeley under the State of California Constitution establishing the government organization.

**Community Agencies** - Non-City agencies in Berkeley which provide public services with some financial assistance from the City. These monies may come either from the General Fund, CSBG or CDBG.

**Community Condition Indicator** – A statistical measure of existing conditions within the City. These provide tangible and quantitative expressions of the General Plan’s goals, while some indicators directly impact City services.

**Contingency** - Funds appropriated by the City Council for unforeseen needs.

## **GLOSSARY OF BUDGET TERMS**

**Consultants** - Fees paid to outside individuals who provide advice or services.

**Debt Service** - Actual cost of interest and principal on bond maturities as well as revenue anticipation notes.

**Description** - Contains a list of the typical activities of programs.

**Department** - An organizational unit comprised of divisions or programs. It is possible for a department to be comprised of only one division.

**Discretionary Revenue** - Money that the City Council has the authority to allocate for any purpose. Often refers to the General Fund, as opposed to Special Funds.

**Division** - A functional grouping of related activities within a department. There are usually several activities within a division.

**Dual Appropriation** - Revenue that is initially budgeted for receipt in one fund and subsequently transferred for expenditure in another fund.

**Employee (Fringe) Benefits** - The cost to the City for contribution to employee retirement, social security, health and workers' compensation programs.

**Employee Years** - The number of positions that full-time employees would occupy during a regular work period. For example, two half-time employees would constitute one employee year.

**Encumbrance** - Funds not yet expended and are delegated or set aside in anticipation of an expenditure in the form of a purchase order, contract, or other commitment, chargeable to an appropriation. These funds cease to be an encumbrance when paid.

**Enterprise Fund** - Established to finance and account for the operation and maintenance of facilities and services which are predominately self-supporting by user charges.

**Expenditure** - Designates the cost of goods delivered or services rendered, whether paid or unpaid. Where accounts are kept on the accrual or modified accrual basis of accounting, costs are recorded when goods are received or services rendered. Where accounts are kept on a cash basis, expenditures are recognized when the cash payments are made.

**Fair Market Value** - The value of a piece of real estate in the open market. Used to determine the assessed value of property for taxing purposes.

**Fees** - A charge to cover the cost of services (e.g., building inspection fee, zoning fee, etc.).

**Fiscal Year** - A twelve-month period of time to which the budget applies. For the City of Berkeley, this period is from July 1 through June 30.

**Fixed Asset** - A tangible item of a long-term character such as land, buildings, furniture, and other equipment with a unit cost in excess of \$5,000.



## **GLOSSARY OF BUDGET TERMS**

**Fringe Benefits** - Benefits to City employees, in addition to salaries, paid by the City. These benefits include social security, pensions, workers' compensation, unemployment compensation, life and health insurance.

**Full Time Equivalency (FTE)** - One or more employee positions totaling one full year of service or approximately 2080 hours a year.

**Fund** - A independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources, together with all related liabilities, obligations, reserves and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations.

**Fund Balance** – Within a specific operating fund, the net of expenditures and revenues.

**Funding Source** – Identifies fund(s) that will provide resources for City expenditures.

**Gas Tax Fund** – This fund is required by State law to account for gas tax revenues received from the State and expended for construction and maintenance of City streets.

**General Fund** - The primary fund of the City used to account for all revenues and expenditures of the City not legally restricted as to use.

**General Obligation Bond** - A bond whose repayment is guaranteed by pledging all the assets and revenues of a government agency.

**General Plan** – The General Plan is a long-range planning document that provides the City a framework for action and the direction in which to focus that action. General Plan Elements are areas in which the City has elected to administer and manage the delivery of services to its community.

**General Revenue** - General sources of income the City collects and receives into the Treasury for public use (e.g., property tax). There are no restrictions as to the use of these monies - often referred to as Discretionary Revenue.

**Grant** - A contribution from one government unit to another, usually made for a specific purpose and time period.

**Interfund Transfers** - Monies appropriated from one fund to another fund. This is done to reimburse the fund for expenses or to finance the operation of the other fund.

**InterDepartmental Charges** - Departments charging to perform or provide specific services to other City departments on a cost for services basis. The services performed are charged to the using department.

**Internal Service Funds** – These are funds used to account for the financing of goods or services provided by one department or program to other departments or programs of the City on a cost-reimbursement basis.

**Lost Time** - A measure used by departments to measure excessive absenteeism. It is derived by adding an

## **GLOSSARY OF BUDGET TERMS**

employee's sick time, workers' compensation, and any other unpaid absences.

**Mandate (Mandated Services)** – A legal requirement, usually imposed by State or Federal law. This term is used to refer to City services, which are provided to comply with State or Federal laws.

**Materials, Supplies and Services** -

Expenditures for materials, supplies and related services which are ordinarily consumed within a fiscal year and which are not included in department inventories.

**Municipal Code** - A book that contains City Council approved ordinances presently in effect. The Code defines City policies in various categories.

**Objectives** - Identifies the desired results of the activities of a program.

**Operating Budget** – A programmatic, financial, and organizational plan for furthering the goals of the City Council through departments of the City, which does not include capital improvement projects.

**Operating Expenses** – Expenses incurred as a result of day-to-day operations.

**Ordinance** - A formal legislative enactment by the City Council. It has the full force and effect of law within the City boundaries unless it is in conflict with any higher form of law, such as a State statute or constitutional provision. An ordinance has higher legal standing than a

resolution. A law set forth by a government authority, specifically, a municipal regulation.

**Performance Indicator** – A performance indicator is a measurement designed by a reasoning process to determine whether or not a service objective has been met. It measures the effectiveness of achieving the objective or how well the objective has been accomplished.

**PERS** - Public Employees Retirement System. - A pension plan administered by the State of California for government agencies.

**Personnel Expenditures** - Salaries and wages paid to employees.

**Program Revenues** – Revenues received by a department as a result of the services or operations of that department (such as user fees), which are used to finance the related services or programs. Program Revenue is not discretionary (general-purpose) revenue.

**Property Tax** – California State Constitution Article XIII A provide that the combined maximum property tax rate on any given property equal 1% of its assessed value unless an additional amount has been approved by voters for special taxes or general obligation bonds. The County assesses properties, bills and collects these property taxes. The County remits the City's share, including all penalties and interest.

**Property Transfer Tax** – This tax is levied at a rate of \$1.50 per \$100 of the value of consideration of equity value transferred. The County collects the tax

## **GLOSSARY OF BUDGET TERMS**

and the City receives the revenues. The City can use up to one third of the revenue for seismic retrofits. Revenues are dependent on how frequently the property is transferred and on the accrued value at the time of transfer.

**Proposed Budget** - The working document for the fiscal year under discussion.

**Purchase Order** - Authorizes the delivery of specific goods or services, and incurrence of debt for them.

**Purpose/Goal** - This element explains the need for the activity and the reason for its existence.

**Redevelopment Agency Fund** - This fund accounts for the activities of the Redevelopment Agency of the City, which was created by the City Council and carry out redevelopment plans for designated areas of the City.

**Refuse Fund** – This fund accounts for the revenues and expenses related to refuse collection and solid waste disposal services.

**Repairs and Maintenance** - Expenditures for repairs and maintenance of all equipment and supplies, buildings, structures and grounds.

**Reserve** - An account used to earmark a portion of the fund balance as legally segregated for a specific use.

**Resolution** - A special order of the City Council that requires less legal formality than an ordinance in terms of public

notice and the number of public readings prior to approval.

**Restricted Use Funds** – Funds designated for use for a specific purpose.

**Revenue Bonds** - A type of bond usually issued to construct facilities. The bonds are repaid from revenue produced by the operation of those facilities.

**Revenues** - Amounts estimated to be available for appropriation during the fiscal year. Included are carry-over balances and new revenues.

**Salary Savings** - That percentage or dollar amount of salaries which can be expected to be unspent during the fiscal year due to vacancies and employees receiving less than the top-step pay of the classification.

**Sales Tax** - The City receives one percent of the 8.75% of taxes assessed on retail sales or leases of tangible personal property in the City.

**Secured Taxes** - Taxes levied on real properties in the City which are "secured" by liens on the properties.

**Service Level** – Indicates a project's effect on existing levels of service provision or identifies a new service to be provided to the public.

**Special Assessment Fund** - A fund used to account for the financing of public improvements or services deemed to benefit primarily the properties against which special assessments are levied.

## ***GLOSSARY OF BUDGET TERMS***

**Special District** - Independent unit of local government generally organized to perform a single function.

**Specialized Services** - Services that are not otherwise categorized, such as title searches, police work for private parties, consultant fees, library materials, fringe benefits and loans.

**Spending Limitation (Gann Limit)** – Article XIII B of the California Constitution establishes a spending limitation on government agencies within California. The spending limit is a mandated calculation of how much the City is allowed to expend in one fiscal year. The amounts of appropriations subject to the limit are budgeted proceeds of taxes. The total of these budgeted revenues cannot exceed the total appropriations limit. Annually, local governments may increase the appropriate limit by a factor comprised of the change in population combined with the California inflation rate as determined by the State Finance Department.

**Supplemental Assessment**- An assessment of real property occurring after the real property lien date of January 1st of each year as a result of new construction or a change in ownership. The assessor determines the new value of the property based on current market values, and then calculates the difference between the new value and the old value set on January 1st.

**Tax Levy** - Amount of tax dollars raised by the imposition of the tax rate on the assessed valuation of property.

**Tax Rate** - The amount of tax levied for each \$100 of assessed valuation.

## ***GLOSSARY OF BUDGET TERMS***

**Transient Occupancy Tax** - A 12% tax is levied on charges for occupancy of hotel and motel rooms for stays of 30 days or less. The City's lodging industry is largely dedicated to serving its industrial base.

**Transportation** - Transportation and travel-related expenses incurred in the performance of official City business.

**Unfunded (Supplemental) Requests** - An item for which funding is not included by the City Administrator due to financial limitations, not because the request lacks merit. The Council may act to include them in the final budget, which may require reordering of budget priorities.

**Utility Users Tax** – A 7.5% tax is levied on utility billings for gas and electric and intra-state telephone services.

**Year-End** – This terms means as of June 30<sup>th</sup> (end of the fiscal year).